

FRANCES BAARD DISTRICT MUNICIPALITY



ANNUAL BUDGET

2020 / 2021

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MAYORAL BUDGET SPEECH



BUDGET SPEECH 2020 - 2021
FRANCES BAARD DISTRICT MUNICIPALITY

Honourable Speaker,
Honourable Mayors and Speakers of our Local Municipalities,
Honourable Councillors,
Municipal Managers,
Partners in Local Government,
Members of the media,
Distinguished Guests,
Ladies and gentlemen,

Madam Speaker,

It is my honour to present to you the budget for the 2020/21 financial year. This is the penultimate budget for the term of office of the current council. Believe me when I say, the road that we travelled to get to where we are now has not been easy, but we have managed to ensure that we put together a credible budget by all extents and purposes.

This speech comes at a time in our lives that we are struggling with one of the worst pandemic that the world has ever faced. The Covid-19 virus has crippled the economies of many countries across the world and it will be years before most of them will recover fully.

South Africa has not been spared this hardship and we are going to have to work very hard as a nation to get back on our feet. It therefore goes without saying that we had to change the way we think about things and do things. We recorded the first death from Covid-19 in our district just last week and our hearts goes out to the family and friends of the individual.

In his state of the nation address in February of this year, the President, Mr Cyril Ramaphosa, reminded us that our capacity to win is not diminished. We have it within ourselves to be the best in the world. These words, now in reflection, could not have been a truer indication that we had to brace ourselves for what was to come.

The budget process we rolled out this year is testament to how much we have been affected by this epidemic. As you know, we always have to engage with stakeholders to ensure that everyone has a say in the drafting of the final budget. This year we had to really embrace the 4th industrial revolution to make sure we get people on board and that we still give them an opportunity to participate in the process.

Madam Speaker, this period forces us to reflect on our lives and the way we have been doing things. Like never before it makes you realise that family and community are the most important things and we must appreciate what we have.

The GDP growth rate is forecasted to increase by 0.5 per cent in 2020 and to improve moderately over the medium term. This forecast is supported by marginally higher global growth, stabilising commodity prices, greater reliability of the electricity network, more favourable weather conditions, recovering business and consumer confidence, and improved labour relations.

We continue to cut down on operating expenditures to enable the municipality to continue to invest in capital expenditures in the district. Areas that we focus on includes:

- Advertisements;

- Bursaries and training;
- Catering for commemorative days;
- Entertainment;
- Resettlement costs;
- Travel and accommodation; and
- Outsource Services.

The above is in line with what the Minister of Finance, Mr Tito Mboweni said in his budget speech in February of this year, that we should lower the cost of doing business.

The Finance Minister also said that the fiscal allocations to local government must help municipalities provide basic services and are a powerful redistribution tool. He said that we must find ways to use the allocations made through the Municipal Infrastructure Grant to ensure that municipalities not only build new infrastructure but also maintain the infrastructure they already have.

Madam Speaker, this budget has been a product of very careful planning and forward thinking to ensure that we do not lose sight of the identified five-year Integrated Development Plan (IDP) priorities. The Municipal Systems Act requires us to ensure financially and economically viable municipalities and essentially this is guided by the IDP, which is our principal strategic planning instrument.

The National Development Plan (NDP) responsibilities in translating this renewed energy into tangible and sustainable economic benefits for all our people includes:

- Creating the right environment for investment;
- Partnering with the social partners to create sustainable employment;

- Dealing decisively with governance and financial failures at state owned companies; and
- Addressing the concentrated and inequitable structure of the economy.

Madam Speaker, statistical figures indicated a rise in unemployment of the last year and this figure would look worse where we are right now. Businesses are not surviving and will need more and more financial support from government. This does not bode well for SMMEs in our district over the coming months.

It is with the above in mind that we have identified through local economic development the packaging of investment opportunities that focusses on promoting investment and business opportunities. We will continue with the development of an inclusive economy through the emerging farmer development and women empowerment programmes. Training of SMMEs on business management and leadership will continue. Through interaction with SMMEs we have noted that despite the significant importance and contribution of small and medium businesses to economic growth, SMMEs are still faced with numerous challenges that hinder their growth, apart from SMME funding and access to finance.

Madam Speaker, despite this gloomy picture, the Frances Baard District Municipality continues to work hard to assist our local municipalities to bring services to communities in the district. I wish to share the following achievements with you:

- Through disaster management, we continue to assist community members who have been affected by disaster through our contingency fund. Local disaster advisory forums have been established to assist local municipalities to prepare for known risk and to implement disaster risk reduction programmes. We also continue to share important information on early warning signs and response and recovery activities through awareness programmes.
- Our building inspectors and housing administrators continue to support and provide technical assistance to the local municipalities, without any cost to these municipalities.

- The district municipality also continues to assist the three local municipalities in the annual review of their Human Settlements Sector Plans and the Chapters for their IDP's. We have also extended the scope of our building inspector in Magareng to assist and support them with the evaluation and facilitate the approval of building plans and inspection of properties.
- FBDM is one of the district municipalities in the country that was identified as a beneficiary of the rural road asset management system grant to assist and support the management of rural roads through the development of a Rural Road Assets Management System. The pilot system is currently operational in the district. The project will yield socio-economic benefits by way of skills development and creation of job opportunities. Our engineering technicians continue to provide technical support to the local municipalities, without any cost to these municipalities.
- Through the Extended Public Works Programme (EPWP) the municipality managed to create 103 temporary jobs opportunities in 2019/20. FBDM has an official dedicated to the EPWP programme to assist and continue identify further opportunities for job creation in the district.
- Through its Environmental Management Framework the municipality proactively identify areas of potential conflict between development proposals and critical/sensitive environments. The municipality currently renders municipal health services in Dikgatlong, Magareng and Phokwane local municipalities. FBDM and Sol Plaatje signed a service level agreement which will allow Sol Plaatje to continue to render municipal health services in their jurisdiction on behalf of FBDM.
- The district planning tribunal which was established in 2016 is operating effectively and is convening monthly meetings, depending on the availability of development applications received from local municipalities.

Madam Speaker, unfortunately successes also come with challenges, and we had our fair share of those over the years. The following challenges needs to be highlighted:

- As reported last year, due to budget constraints the infrastructure allocations to the four local municipalities in the 2020/21 financial year will concentrate on supporting the continued operations and management of infrastructure. Properly working equipment, tools and related assets remains a priority and we must ensure its availability.

- The smaller municipalities in the district are still struggling with financial and technical capacity constraints but despite this we are continuing to provide support in areas such as integrated development planning and financial management amongst others.

The district priorities as identified in the IDP remains the following:

1. Water and sanitation;
2. Roads and storm water;
3. Housing and land development;
4. Electricity;
5. Township establishment;
6. Disaster management
7. Environmental management;
8. Health;
9. Local economic development and youth development; and
10. Clean audit

Madam Speaker, now more than ever, we as the district municipality must ensure that we double our efforts to provide the necessary technical, financial and administrative support to ensure that we help to turn around the situation at our local municipalities.

This we are doing through the shared service approach that we have been employing over several years. We have a GIS shared service centre that has an established integrated web-based land viewing application and a fully operational GIS website. Through GIS we have completed land audits to verify assets in almost all our local municipalities to help improve billing systems and asset identification.

Through internal audit we have ensured that we have an effective audit committee that serves not only the district municipality but also two of our local municipalities.

Through risk management we give guidance to the local municipalities to review internal and external risk factors and the legal unit is rendering legal support to municipalities, as they require or ask for our assistance in legal matters.

Madam Speaker, we remain to be a district municipality that is singularly focussed on supporting its local municipalities to ensure the best living conditions for our communities.

I would now like to take you through a more detailed presentation of how we propose to invest the funds that have been entrusted to us for the 2020/21 financial year and the two outer years, concluding in 2022/23.

The major revenue streams that supported the programmes and activities of the district municipality remains to be government grants and subsidies, interest earned on external investments and actuarial gains.

The total budget for the 2020/21 financial year is R 156,09m. The operational budget is R 147,4m and the capital budget is R 8,7m.

Looking at the breakdown of the infrastructure budget, there was a decrease of 33% to the 2020/21 budget as compared to the 2019/20 financial year on the operation and maintenance (O&M). For O&M the allocation for 2020/21 is R2,5m.

For local economic development and tourism an amount of R 3,3m and R 1,5m has been allocated respectively.

Madam Speaker, grants and subsidies remain to be our biggest source of income and we are at R 130,702m for 2020/21, which is 95% of the total revenue. This dependency on grants and subsidies influences our expenditure.

The major grant funding that the district municipality is receiving from national government is as follows:

- Equitable Share: R 124,299m
- Finance Management Grant: R1m
- Rural Asset Management Grant: R2,543m
- EPWP: R1,001m
- MSIG: R5m
- Provincial Grant – NEAR Control: R 259,000
- Skills Grant: R100,000

Madam Speaker, as in the past, through this budget we continue to focus most of our resources towards the support of our local municipalities, and we will continue to do so to ensure that we improve the lives and living conditions of the communities that we were elected to serve.

I wish to conclude with the following words of encouragement from the Director-General of the World Health Organisation, and I quote, “Health is not a cost; it’s an investment. To live in a secure world, guaranteeing quality health for all is not just the right choice; it’s the smart choice.” - Close quote.

Madam Speaker we must continue to do our best for the communities that we serve; it is because of them that we are here.

Madam Speaker, lastly, I want to sincerely thank all our Councillors, the Municipal Manager, the Heads of Department, unit managers, officials, stakeholders and members of the public who gave input to this process. I believe that this was a team effort and by sharing credit and thanking all involved, I know we will have more of your dedication and support in the implementation of the adopted budget.

I thank you

***BUDGET RELATED
RESOLUTIONS***

ITEM: COUN 02 05/2020

DEPARTMENT OF FINANCE: *ANNUAL BUDGET FOR THE 2020/21 FINANCIAL YEAR*

(6/1/1/1 – 2020/21) (OM) (COUNCIL: 31 MAY 2020)

The Acting Director: Finance reports as follows:

The purpose of this report is to submit the annual budget for the 2020/21 financial year for approval by Council as prescribed in chapter 4 of the Municipal Finance Management Act (MFMA) and in terms of the guidelines issued by National Treasury circulars.

In compliance with section 24 of the MFMA which prescribes that the municipal council must at least 30 days before the start of the budget year consider approval of the annual budget, the final draft is submitted for approval by Council.

The Integrated Development Plan (IDP) engagements which provide basis for the budget were held on 19 November 2019. The IDP consultative process with councillors and stakeholders was on 29 November 2019 in order to comply with section 21 (2) (a)&(b) of the MFMA. The draft budget was advertised in the local newspaper on 22 May 2020 subsequent to the tabling of the draft annual budget and IDP to Council on 25 March 2020, the municipality had the following consultative processes in line with the requirements of section 23 of the MFMA. Furthermore, the budget consultative workshop with our councillors was held virtually on 26 May 2020 due to lockdown while fighting the COVID-19 pandemic.

In the preparation of the draft budget in March 2020, it was projected that revenue to be collected for the 2020/21 financial year will amount to R1.5 trillion which equates to 29.2 per cent of the Gross Domestic Product (GDP), whereas expenditure is projected to be at R1.95 trillion which is equivalent to 36 per cent of GDP. This means that there is a consolidated budget deficit of R370.5 billion or 6.8 per cent of GDP in 2020/21. The gross national debts by the end of 2020/21 is projected to be R3.56 trillion which is 65.6 per cent of GDP.

The country was declared a national disaster due COVID-19, which hit the economy of the country very hard after the adoption of the draft budget in March 2020. The COVID-19 disaster leaves uncertainties on the 2020/21 allocations to municipalities, however, we are required to make budget provisions in the 2020/21 annual budget as we are not sure when this pandemic will end. It is in the line of the above that Council is requested to consider adding R1million in the submitted budget to ensure safety of the officials and our communities as we fight this pandemic.

Furthermore, the municipality has not made provision in the 2020/21 budget on all the expenditures prohibited by the Cost Containment Policy adopted by Council. In light of prioritizing essential spending, the municipality has included in the 2020/21 an amount of R10million from the savings of the 2019/20 operational expenditure to share equally to our four (4) local municipalities towards the operation and maintenance (O&M) of their

infrastructure assets, thereby ensuring augmented service delivery within the district. The budget presented for adoption does not include allocations for capital expenditures for our local municipalities due to the depleting reserves, however, anticipating allocations in the outer years with the next budget year savings.

National Treasury issued Municipal Budget and Reporting Regulations that applied to all the municipalities and municipal entities as from 01 July 2009. Schedule A of the regulations prescribe the table of contents of the municipal budget. The required table of content according to Schedule A is as follows:

- **Mayoral Budget Speech:** - High-level summary of the budget that draws on executive summary and highlights key deliverables during the coming years;
- **Budget Related Resolutions:** - Draft resolutions must be included with the budget documentation tabled to full council;
- **Executive summary** - Must explain the financial and service delivery implications and projected financial position that the budget will have on the operations of the municipality;
- **Budget:** - The budget includes the executive summary; budget schedules – operating & capital to be approved by council; and
- **Supporting Documentations:** - Budget process overview; alignment of budget with IDP; budget related policies – overview and amendments; budget assumptions; funding of the budget; disclosure on allocations made by municipality; disclosure of salaries, allowances and benefits; monthly cash flows by source; measurable performance objectives and disclosure on implementation of MFMA as well as other legislation.

1. 2020/21 financial year project rollovers that were not completed due to lockdown are as follow:

Municipality	Project	Amount rolled over
France Baard District	SDF Review	R 232,500
Dikgatlong Local	Land Use Survey	R 390,000
France Baard District	Architectural (Disaster Management Satellite Centre in Jampkemp)	R 456,290
France Baard District	Review of Disaster Management Plan	R 520,000
France Baard District	Machinery & Equipment for SMMEs	R 850,000
France Baard District	LED Youth Entrepreneur Training	R 160,000
France Baard District	Emerging Farmers Training	R 90,000
Phokwane Local	Infill Development	R 170,000

The operating and capital budget for the 2020/21 financial year is attached for consideration and approval by Council (bound separately).

The Municipal Manager, in consultation with the Acting Director: Finance, recommends as follows:

RECOMMENDATIONS:

- 1. Council resolves that the annual budget of the municipality for the financial year 2020/21 as per budget related resolutions of the budget document and indicative for the projected outer years 2021/22 and 2022/23 be approved as set out in the following schedules:**
 - 1.1 Budget Summary – Table A1 (Pg. B 1);**
 - 1.2 Budgeted Financial Performance (Revenue and Expenditure by standard Classification) –Table A2 (Pg. B2);**
 - 1.3 Budgeted Financial Performance (Revenue and Expenditure by standard Classification) – Table A2 (Pg. B3);**
 - 1.4 Budgeted Financial Performance (revenue and expenditure by municipal vote) – Table A3 (Pg. B4);**
 - 1.5 Budgeted Financial Performance (revenue and expenditure by municipal vote) A – Table A3 (Pg. B5-B6);**
 - 1.6 Budgeted Financial Performance (revenue and expenditure) –Table A4 (Pg B7);**
 - 1.7 Budgeted Capital Expenditure by vote, standard classification and funding – Table A5 (Pg. B8);**
 - 1.8 Budgeted Capital Expenditure by vote, standard classification and funding – Table A5 (Pg. B9);**
 - 1.9 Budgeted Financial Position – Table A6 (Pg. B10);**
 - 1.10 Budgeted Cash Flows Table A7 (Pg. B11);**
 - 1.11 Cash backed reserves/accumulated surplus reconciliation – Table A8 (Pg. B12);**
 - 1.12 Asset Management – Table A9 (Pg. B13);**
 - 1.13 Basic service delivery measurement table A10 (Pg. B14).**
- 2. Council notes the approved amended Integrated Development Plan for the budget year 2020/21 as a separate item to Council;**

3. Council approves the measurable performance objectives for revenue, expenditure and capital from each source reflected in Tables SA4 to SA6 for the budget year 2020/21; and
4. Council notes that the SDBIP will be tabled to the Executive Mayor within the prescribed time frame as stipulated in the MFMA.

RESOLVED:

1. Council resolved that the annual budget of the municipality for the financial year 2020/21 as per budget related resolutions of the budget document and indicative for the projected outer years 2021/22 and 2022/23 be approved as set out in the following schedules:
 - 1.1 Budget Summary – Table A1 (*Pg. B 1*);
 - 1.2 Budgeted Financial Performance (Revenue and Expenditure by standard Classification) – Table A2 (*Pg. B2*);
 - 1.3 Budgeted Financial Performance (Revenue and Expenditure by standard Classification) – Table A2 (*Pg. B3*);
 - 1.4 Budgeted Financial Performance (revenue and expenditure by municipal vote) – Table A3 (*Pg. B4*);
 - 1.5 Budgeted Financial Performance (revenue and expenditure by municipal vote) A – Table A3 (*Pg. B5-B6*);
 - 1.6 Budgeted Financial Performance (revenue and expenditure) – Table A4 (*Pg B7*);
 - 1.7 Budgeted Capital Expenditure by vote, standard classification and funding – Table A5 (*Pg. B8*);
 - 1.8 Budgeted Capital Expenditure by vote, standard classification and funding – Table A5 (*Pg. B9*);
 - 1.9 Budgeted Financial Position – Table A6 (*Pg. B10*);
 - 1.10 Budgeted Cash Flows Table A7 (*Pg. B11*);
 - 1.11 Cash backed reserves/accumulated surplus reconciliation – Table A8 (*Pg. B12*);
 - 1.12 Asset Management – Table A9 (*Pg. B13*);
 - 1.13 Basic service delivery measurement table A10 (*Pg. B14*).
2. Council approved amended Integrated Development Plan for the budget year 2020/21 as a separate item to Council;
3. Council approved the measurable performance objectives for revenue, expenditure and capital from each source reflected in Tables SA4 to SA6 for the budget year 2020/21; and

Council noted that the SDBIP will be tabled to the Executive Mayor within the prescribed time frame as stipulated in the MFMA.



Ms. ZM Bogatsu
Municipal Manager



Date

EXECUTIVE SUMMARY

ANNUAL BUDGET FOR THE FINANCIAL YEAR ENDING 30 JUNE 2021

INTRODUCTION

The budget for the 2020/21 financial year has been drawn up in terms of chapter 4 of the Municipal Finance Management Act no.56 of 2003 (MFMA) and the Municipal Systems Act no. 32 of 2000 (MSA) on matters specifically related to the budget as well as direction from National Treasury on policy guidelines (MFMA Circulars).

The Medium Term Budget Policy Statement 2019 notes that the South African economic growth for 2019 is 0.5%. However the economic statistics showed an unexpected improvement in the economic outlook. The municipalities must adopt a conservative approach when projecting their expected revenue and cash receipts as well as pay particular attention to managing of revenue effectively and carefully and evaluate all spending decisions, especially now that there has been a reduction on direct and indirect transfers to local municipalities. In generating capacity for spending on key municipal infrastructure, the municipalities will have to identify inefficiencies and eliminate non-priority spending.

The annual budget in respect of the 2020/21 financial year has been prepared according to the approved IDP / Budget Process Plan and consists of the following six processes:

- ***Planning:*** - Schedule key dates, establish consultation forums, review previous processes. The Executive Mayor has during August 2019 tabled a time schedule outlining key deadlines for reviewing the IDP, preparation, tabling and approval of the budget.
- ***Strategizing:-*** Review IDP; Set service delivery objectives (3 years); Consider local, provincial and national issues; Consider previous and current year performances; Consider economic and demographic trends; Review policies and consult on tariffs
- ***Preparing:*** - Prepare budget, revenue and expenditure projections; Draft and amend policies; Consider local, provincial and national priorities.
- ***Tabling:*** - Table draft budget (*90 days prior to new financial year*), IDP & Budget related policies; Consult and consider formal responses from local, provincial and national.
- ***Approving:*** - Council considers approval of the budget and related policies 30 days prior to new financial year.
- ***Finalising:*** - Publish approved Service Delivery and Budget Implementation Plan (SDBIP) as well as Annual Performance agreements and key indicators.

1. OUTCOMES OF CONSULTATIVE PROCESS

After Council's approval of the annual budget on 25 March 2020, the following consultation processes and meetings in terms of section 23 of the MFMA were held with identified stakeholders on the contents of the budget as well as on measurable performance indicators for the 2020/21 budget year:

- IDP / Budget Strategic Session;
- Workshop with Council;
- Advertisement on a local newspaper ;
- Provincial engagement on the draft budget;
- National Treasury and other sector departments as prescribed by section 23 of the MFMA; and
- Submission of the final IDP and Budget to Council .

2. SITUATIONAL ANALYSIS

The Northern Cape Province is the largest province geographically with a total area of 12, 384 square kilometers. (*Statistics SA, 2016*).

Frances Baard is situated in the north-eastern corner of the Northern Cape Province. The district is the most densely populated district with approximately 387, 741 people. It is bordered by 2 provinces namely the Free State in the east, the North West to the north and by two district namely Siyanda to the west and Pixley ka Seme to the south.

According to the 2016 community survey, FBDM 's growth rate has increased by 1.5% since 2011 (382083 – 387741). A slight growth in Solplaatje Local Municipality (248037 -255351); and Dikgatlong Local Municipality (46839-48164). Followed by a decline in Phokwane Local Municipality (63000 – 60168); and Magareng Local Municipality (24207- 24059). Magareng (24 203), Dikgatlong (46 842), Phokwane (63 000) and Sol Plaatje (248 042) (*Statistics SA, 2011*).

2.1 Demographic Composition:

Currently, the Frances Baard District has a total population of 387 741 people, which represents 32.5% of the Northern Cape population. The chart in figure 3 clearly illustrates that Sol Plaatje consists of the largest population in the district of 66%, followed by Phokwane (16%); Dikgatlong (12%); and Magareng with the least population of 6%..

According to the 2016 community survey, the Frances Baard District growth rate has increased by 1.5% since 2011 (382083 – 387741) (see figure 4 above). A slight growth in Sol Plaatje and Dikgatlong areas respectively (248037 -25535) and (46839-48164). Followed by a decline in Phokwane and Magareng areas (63000 – 60168) and (24207- 24059). The changes in population growth rate may be due to various reasons such as migration, new births, death tolls, etc.

The district population is relatively young with 69% of the population aged 40 years and younger. Those between the ages of 41 and 65-years account for 23% and only 7% of the population is of retirement age, i.e. 66 years and older. Although the statistics illustrated in table 1 depict that a large percentage of the district's population comprises of young people, the education levels in the district do not tell a pleasant story. According to the community survey of 2016, the District comprises of large numbers of low levels of education. Table 2 exemplifies the state of education in the District.

It is alarming to note that only 5.04% of the population have Higher/National/Advanced certificates with Grade 12/Occupational certificate NQ or higher in the district, considering that education is one of the government's key priorities, to ensure economic growth and stability and combat poverty in South Africa.

2.2 Economic Analysis:

The Frances Baard District has the strongest economic potential in the Northern Cape, accounting for 36% of the provincial GDP. The graph in figure 5 stipulates that the economy of the district consists of the primary sector (14%) (agriculture and mining), secondary sector (9%) (Manufacturing, electricity and construction) and tertiary sector (77%) (Trade, transport, financial and social services). The economic growth of the District has also not been a steady one. Figure 6 provides a clear description of the fluctuation of the economic growth.

In 2006 the GDP was 3.4% which saw a steady decline in 2009 to -4% due to the global recession. The slow growth from 2010 to 2012 was due to the global recession recovery and slow production in the primary and secondary sectors. Economic growth decreased from 2013 where it was 1.4% and in 2014 and 2015 to 0.4% and 0.3% respectively. This is due to a decline in domestic growth which severely affects the buying power of consumers in Frances Baard District which is a predominantly the services sector.

The District is still characterized by high rate of unemployment (39.4%). Phokwane (47.8%), Magareng (53.9%), Dikgatlong (44%) and Sol Plaatje (36.2%) as illustrated in figure 7. FBDM, through its local economic development initiatives seek to address such issues and improve the state of unemployment levels in the district.

2.3 Employment Analysis:

The Frances Baard DM had a high unemployment rate since 2010 and according to STATS SA 2016 the trend of unemployment rate has increased to (39.4%).

Magareng local municipality has the highest unemployment rate (53.9%) within the district as compared to the other local municipalities.

2.4 Basic Service Delivery – Infrastructure Services:

The District Municipality (DM) through the Programme Management and Advisory Services Unit and the Housing Unit continues to support the three local municipalities, i.e. Dikgatlong, Magareng and Phokwane in infrastructure services and developing human settlements and working towards accelerating the delivery of sustainable human settlements within the district. The DM does not have any functions in direct service delivery but provides support and capacity through the above-mentioned units.

- **Water and Sanitation**

The DM assists the local municipalities with operation and maintenance funding for water and sanitation to eradicate backlogs. Access to water is a constitutional right to everyone as stipulated by Section 27 (b) of the Constitution of South Africa 1996. Municipalities are mandated by amongst others the Municipal Structure Act 1998, the Municipal Structures Amendment Act 2000 and the Water Services Act 1999, to provide potable water to households within their areas of jurisdiction.

According to the Census 2011 survey by Statistics SA, it is estimated that about 5 493 households in the district have no access to water and about 16 317 households lack access to proper sanitation. (Census survey is conducted every 10 years and we suggest that the information should be updated next year after the 2021 survey).

- **Electricity and Energy**

The availability of energy remains a serious resource challenge. In the last ten years the communities' access to electricity has significantly improved. Census 2011 survey indicates that over 85% of the households in the district have access to electricity for lighting. This leaves a gap of 14 743 households. FBDM has funded the electricity master plans for Dikgatlong, Magareng and Phokwane to help improve planning.

- **Roads and Storm Water**

The Rural Road Asset Management System (RRAMS) in the district will become partly operational in 2019. FBDM is currently part of this programme initiated by the national Department of Roads. The aim of this system is to provide information about the roads assets in local municipalities as well as conditional assessments. This will become an important tool to lobby for funding of future roads' projects.

Through the RRAMS programme it has already been established that there are about 2 085 km of gravel roads and about 975 km of paved roads as part of the municipalities' street networks. FBDM's grader operating team assist with maintenance of gravel streets in the local municipalities. FBDM's grader operating team assist with maintenance of gravel roads in the local municipalities.

Housing

The demand for housing has increased significantly and to address the housing backlogs Frances Baard District Municipality should promote development principles which are; spatial justice, spatial sustainability, efficiency, spatial resilience, and good administration of the district and local municipalities. The distribution of land uses in a municipality clearly outlines the spatial configuration of the municipality. The ideal outcome is to change the spatial footprint of the municipality (FBDM Housing Settlement Sector plan, 2017/18).

- **Consumer Education**

The educating of consumers on the human settlements processes and their responsibilities as homeowners continues to be an essential part of the human settlements programme. The district municipality will continue to plan for and conducted eight (8) Housing Consumer Education Workshops as part of the sustainable human settlements development process.

- **Local Municipalities**

The district and local municipalities continue to work collectively to ensure that the human settlements projects are completed within the specified timeframes. Support to the three local municipalities in the development of sustainable human settlements will continue by the Frances Baard District Municipality.

- **Dikgatlong Local Municipality**

The Delpportshoop 217 project is progressing well and several houses are already under construction. The project suffered some setbacks with labour disputes, but this was resolved, and the project is back on track for completion in 2019.

- **Magareng Local Municipality**

The Ikhukseng 1000 housing project continues with the emphasis remaining on the completion of phases 2 and 3 of the project. The process to develop the military veterans' houses is in progress and it is envisaged that construction will start in 2020.

- **Phokwane Local Municipality**

The Kingston 685 project continues to be hampered by slow construction progress. The district will continue to support this project.

Overall Challenges:

- The cost to eradicate backlogs is high and increasing annually;
- Municipalities in the district depend mainly on grant funding for infrastructure provision;
- The Blue and Green Drop percentages have also generally improved, but no Blue or Green Drop was achieved;
- The number of capacitated and skilled personnel in municipalities must be increased;
- FBDM also provides assistance with O&M funding, management of the O&M of electricity services in some municipalities still needs to improve;
- Some municipalities struggle to pay their ESKOM accounts which leads to disconnections and disruption of services;
- Some renewable energy projects have been implemented;
- The lack of bulk electricity networks in the rural areas makes it difficult for new electrical connections to households;
- Except for Phokwane LM, there are no road master plans for different municipalities. Municipalities do not have sufficient funds for maintenance of street and storm water;

- Municipalities do not have sufficient resources for road maintenance and spends large amounts on hiring road works machinery; and
- The conditions of provincial gravel roads within the district have deteriorated over the years due to the following reasons:-
 - ✚ Insufficient funds allocated for road maintenance by the provincial departments;
 - ✚ Continuous breakdowns of road works machinery; and
 - ✚ Increased traffic volume has a negative influence on gravel roads.

2.5 Local Economic Development (LED):

Local Economic Development (LED) is an outcome; it is a continuous developmental process based on local initiative and driven by local stakeholders. It involves identifying and using local resources ideas and skills to stimulate economic growth and development. The aim of LED is to create an enabling environment that stimulates and fosters employment creation, entrepreneurial opportunities for residents, alleviate poverty and redistribute resources and opportunities to the benefit of all local residents. The purpose of Local Economic Development is to build up the capacity of a local area to improve its economic future and the quality of life for all. It is a process by which government, the private sector, labour and civil society work collectively to create better conditions for economic growth and employment generation. Local economic development encourages public, private and civil society sectors to establish partnerships and collaboratively find local solutions to common economic challenges. The LED process seeks to empower local participants to effectively utilize business enterprise, labour, capital and other local resources to achieve local priorities (e.g. to promote quality jobs, reduce poverty, generate municipal taxes etc). For LED to be successful, participants and practitioners should have knowledge of these actions and be committed to a process to achieve sustainable results. The district economy is still very much primary based and skewed towards the Sol Plaatje municipality economy. Sol Plaatje alone is responsible for just under 80% of the value addition in the district while the secondary sector contributes only around 7%.

There are LED Priority issues planned to grow and develop the district economy. Some of these initiatives are:

- Establishment of economic clusters;
- Establishment of incubation hubs in all local municipalities;
- Establishment of an Agri-park inclusive of the Farmer Production Support Units (FPSU) and the Rural Urban Market Centre (Sol Plaatje fresh produce market);

- Establishment of Business Support centres (SMMEs support one stop centres) in Magareng and Dikgatlong local municipalities (Phokwane one is completed);
- Support and development of SMMEs;
- Local Trade and investment promotion;
- Product development and marketing of locally produced products;
- Entrepreneurship promotion and development;
- Promotion and support of township economies; and
- Informal economy support program

Overall Challenges:

- **Diversification of the District economy**

The Secondary sector (Manufacturing, Electricity, gas, water and Construction) creates low number of jobs in the district and the sector's job absorption is erratic having employed 14 339 in 1996, 7 769 in 2011 to 9 445 in 2015. This was job losses of 6 570 jobs over the period 1996 to 2011 and an increase of 1 677 between 2011 and 2015. This emphasises the fact that manufacturing and construction industries are quite small in the district and are not attracting investments. Fixed capital investment in manufacturing and mining has stagnated, indicating that Frances Baard and its surrounds is not considered a major manufacturing area that attracts long term fixed capital investment. This picture needs to drastically change if the district is to create the needed jobs and have a diversified economy. Diversifying the economy aims to maximize return by investing in different areas that would each react differently to the same economic shock(s).

- **Low Skills Levels**

The lack of appropriately skilled people is one of South Africa's principal drivers of the high unemployment rate. There has been clear evidence of a shift in the profile of the main economic sectors of the country over the past 2 decades, characterised by a decline in the share of primary and secondary sectors (which are labour intensive and can absorb unskilled labour) and an increase in the Tertiary sector (which requires skilled labour). This shift is also true for the FBDM, as seen in the production profile of the District. Given that the largest employers in the FBDM come from the tertiary sector, almost half of the people employed in the District are skilled (41.8%); there is however a large portion that is Semi- and Unskilled (36.1%).

A breakdown of the local municipal level shows that just less than 50% of Sol Plaatje's workforce is skilled and interestingly, this LM has the highest portion of highly skilled labour in the district, at 24.9%. The percentage of semi-and unskilled labour is highest within the Dikgatlong, Magareng and Phokwane LMs, at 57.2%, 41.7% and 54.7% respectively. Skills development is very critical if we are to grow at levels we desire and can absorb labour from the district. Skills levels are also a critical determinant of which industries we can realistically target and be

competitive in. Because of this, skills development is identified in the LED strategy as one the most important areas that the District must improve.

- **Low Economies of scale**

Frances Baard has small household sizes with 21% of household living one person, 19% 2 people, 16% three people, 17% four people and household with five plus sizes making up only 27% of households. The district population density is 30.62 people per Km² which is quite low and thus necessitates that the production and output of the district needs to be more focused for export purposes, this can be both within SA and or abroad.

- **Poor infrastructure for businesses**

Infrastructure is critical for the development and growth of any business. Access to infrastructure generally enables and gives a location competitive or comparative advantage over other areas, especially if the infrastructure can reduce the costs of doing business. In creating an enabling environment for businesses, it thus becomes critical for local government to ensure that there is sufficient business infrastructure to support businesses. This can be termed economic infrastructure and ranges from access to affordable and conducive office and workshop space, roads, dams etc.

- **Poor coordination and support for LED**

All the LMs are currently implementing LED strategies that they adopted. All LMS and the FBDM have functional but not effective LED forums structures. The participation of private sector is lacking and this renders the LED forums ineffective. There is a lot of working in silos as it relates to sector development and support, as a result the rand value or investment into the different sectors by Government and development agencies is diluted.

Tourism

Tourism is one of the world's largest growing industries and one of its fastest growing economic sectors. The tourism industry contributes largely towards regional development as it aids in diversifying economies and promotes the development of new economic activities. Tourism has significant impacts that are generated when tourism spending flows into the non-tourism sectors of the local economy, it has the ability to stimulate demand and production in other sectors of the economy and generate significant multiplier effects. Tourism is not only regarded as an important economic activity but is also recognised as an essential tool to promote mutual understanding and tolerance through the interactions between tourists and host communities which enable participants to learn about each other's culture. Domestic tourism has the potential to foster social cohesion, as citizens travel to explore their own country and interact with their fellow citizens in the process. Furthermore, tourism has the potential to foster regional interaction. (National Tourism Sector Strategy, 2017). A functional and

vibrant tourism sector can facilitate socio-economic growth through job creation, investment attraction, social development and small enterprise development. The Frances Baard District Municipality (FBDM) has identified tourism as a sector with great potential for economic growth in the region. The district offers exceptional natural, cultural and historical attributes which offers potential for the development of tourism. Unfortunately, these tourism assets have not been optimally utilised to generate a significant impact on economic growth and development in the region.

The District has identified the following priority projects for tourism development:

- Develop and improve potential and current historical and heritage products;
- Water / river based multi-use visitor facilities/ soft adventure experiences;
- Avi-tourism; and
- Development and promotion of tourism routes in the district.

Overall challenges:

- **Lack of functional tourist information centres**

Tourist information centres provide comprehensive tourist information about the destination, tourism attractions, accommodation, activities and services within the locality. It is essential that tourists have easy access to information on tourism products within the District; in this case tourist should be able to find information from readily available sources such as tourism offices, information boards, maps, and brochures. Currently there are fully functional tourism information centres in two of the local municipalities in the District.

As the internet has become an important source of information for travellers providing them with the opportunity to obtain information both directly from destinations and tourism businesses, the FBDM has developed a tourism website to assist with the provision of information on smaller towns in the district.

- **Lack of brand awareness**

The marketing of the FBDM tourism brand is the essential component of the success of the industry. Brand Awareness and marketing can grow the visitor numbers, increase their length of stay, increase spending, for the benefit of the destination and local communities. The FBDM Tourism brand and its associated products are being marketed through tourism and trade exhibitions, travel guide, tourism website, local events, advertorials in renowned tourism publications and the distribution of branded promotional material at various platforms.

- **Community Involvement**

Tourism must involve the local communities and other stakeholders; through ownership and participation of tourism businesses for the economic benefits and job creation. In an effort to meaningfully increase local benefits, particularly within host communities living in areas where tourism potential exists, effective business and enterprise development is required. FBDM conducts annual community awareness campaigns to provide information on the benefits of the sector and avenues, incentive grants and financial support which are available to new tourism entrepreneurs entering the market.

- **Local Tourism associations**

Tourism development, marketing and management within the local municipalities currently take place in a largely uncoordinated manner. There are several tourism stakeholders operating within the district, (at local municipalities) including private sector stakeholders and the provincial tourism authority. Currently, there is little interaction between these stakeholders resulting in duplication of efforts as well as missed opportunities to grow the sector. The establishment of associations and forums at local municipalities and at district and provincial level aims to address these challenges and raise awareness of the benefits of the sector.

- **Packaged Tourism experiences (Route development)**

Route development represents a significant opportunity for the region. Routes play a strategic role in linking different regions and products and can facilitate movement of tourists through a region. The Frances Baard District benefits from the N12 Treasure Route which stretches from the Western Cape to Mpumalanga and runs through Kimberley and Warrenton, however there is still a need for further routes to be established in the region to address the shortage of packaged products and experiences.

- **Sustainable tourism**

Sustainable Tourism are an effort to reach a common understanding and represent the minimum sustainability principle that a tourism company should aspire to, we must encourage tourism activities that are respectful of natural, cultural and social environment and that align with the values of the community and permit a positive exchange of experiences between residents and visitors.

2.6 Environmental Management:

Municipal Health Services focus on the monitoring of environmental conditions that may have a detrimental impact on human health. The following legislation is applicable for the rendering of Municipal Health Services:

- The Constitution of the Republic of South Africa 1996 ;
- The Municipal Systems Act, 2000 (Act 32 of 2000);
- The Municipal Structures Act, 1998 (Act117 of 1998);
- The Municipal Finance Management Act, 2000 (Act 56 of 2000);
- The National Health Act, 2003 (Act63 2003) and promulgated Regulations;
- Health Professions Act, 1974 (Act56 of 1974): Regulation 123 of 8 Feb 2008 Regulations defining the scope of the profession of Environmental Health: Amendment;
- Tobacco Products Control Act, 1993 (Act83 of 1993);
- The Foodstuffs, Cosmetics and Disinfectants Act and Regulations, 1972 (Act 54 of 1972) and promulgated Regulations;
- The National Building Regulations and Building Standards Act, 1977 (Act 103 of 1977);
- Hazardous Substances Act, 15 of 1973;
- Frances Baard District Municipality Municipal Health By-Laws;
- National Environmental Management Act, 1998 (Act107 of 1998);
- Disaster Management Act, 2002 (Act57 of 2002);
- The Meat Safety Act, 2000 (Act40 of 2000);
- Fertilizers, Farm Feeds, Agricultural and Stock Remedies Act, 1947 (Act 36 of 1947);
- Water Services Act, 1997(Act 108 of 1997): SANS 241;
- National Water Act,1998(Act 36 of 1998);
- Children's Act and Regulations Act, 2005 (Act 36 of 2005);
- National Environmental Health Norms and Standards for premises and Acceptable Monitoring Standards for Environmental Health Practitioners, Notice 1229 of 2015;
- National Environmental Health Policy, 2013; and
- National Environmental Health Strategy, 2016.

Alignment with provincial and National Objectives/Goals

Section 24 of the Constitution of the Republic of South Africa, 1996 (No 108 of 1996) guarantees every citizen the right to an environment that is not harmful to their health and well-being. According to the Constitution of the Republic of South Africa 1996, the Local Government: Municipal Structures Act No.117 of 1998 and the National Health Act, No. 61 of 2003 it is the statutory responsibility of the District Municipality to render Municipal Health Services, which include:

- Water Quality Monitoring;
- Food Control;
- Waste Management;

- Health Surveillance of premises;
- Surveillance and prevention of communicable diseases;
- Vector Control;
- Environmental Pollution Control;
- Disposal of the dead; and
- Chemical Safety.

The objectives includes the promotion of healthy communities by assisting to reduce child mortality, increase life expectancy and improve hygienic conditions in the district through identification, evaluation and control of environmental conditions that can have a detrimental effect on the health and well-being of communities and the provision of health and hygiene education and awareness activities to promote a healthy lifestyle in communities.

Projects and Programs

- **Food safety**

The objective of this program is to promote the safe handling, preparation, storage and selling of foodstuffs by all food handlers (formal and informal). The Five keys to Safer Food – program is also implemented at food-handling/preparation premises (school-kitchens, Early Childhood Development Centres, vendors at taxi ranks caterers) to prevent the outbreak of food-borne diseases. Non-conformance at tuckshops from foreigners due to language barriers and the fact that owners/workers changing regularly.

- **Water quality monitoring**

Drinking water samples are collected on a monthly basis from communities, schools and clinics in Dikgatlong, Magareng and Phokwane local municipalities. Failures still do occurs due to poor management of water purification plants/systems. Above risk will be addressed through increasing water monitoring programmes; regular reporting to Water Services Authority and other relevant departments and stakeholders, and increasing awareness programs.

- **Air quality management**

The municipality have an Air Quality Management Plan in place which focus on the improvement of air quality in the district by identifying and reducing the negative impact of air pollution on people's health and well-being and on the environment. Campaigns are conducted in communities and schools to sensitise the community and learners on air pollution and how to mitigate the effects thereof on human health.

- **Waste management**

Poor waste management continue to be a challenge in the district, due to poor management of landfill sites, illegal dumping of waste on open spaces and littering. Above challenges will be addressed through increase of landfill sites; increase awareness and education programmes, enforcement and increasing clean-up campaigns.

Health Care Risk waste in the district is handled by an accredited service provider who is also contracted by the Department of Health to collect and transport the waste from clinics and hospitals. They only accept waste in approved containers and transport the waste to an incinerator Gauteng.

Recycling of waste in the district is done on a limited scale and the separation of waste at household level will be promoted.

- **Environmental Management Framework**

The Frances Baard District Municipality strongly stand by the Constitution of the Republic of South Africa, 1996, article 24 (b) –(c), where it is stated that “everyone has the right to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that prevent pollution and ecological degradation; promote conservation; and secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development”

FBDM has developed an Environmental Management Framework (EMF) to proactively identify areas of potential conflict between development proposals and critical/sensitive environments. The EMF has been reviewed and will be gazetted to ensure that it is implemented effectively.

- **Climate Change**

The Frances Baard district’s biological diversity and natural resources are under threat from climate change, pollution, overexploitation of natural resources, invasion by alien species and escalating development. It is therefore imperative for FBDM to address these threats and their impacts through implementation of the Frances Baard Climate Change Vulnerability Assessment and Climate Change Response Plan which was developed with the assistance of the Deutsche Gesellschaft fur Internationale (GIZ) organization.

Overall Challenges:

- New environmental health challenges and risks are emerging which require complex solutions. Advances in technology, population growth, changes in standard of living, increase in industrialization, urbanisation and climate change are some of the factors that lead to emergence of challenges in environmental health;

- Municipal Health Services is a personnel driven function due to the fact that monitoring, according to the scope of practice of environmental health, form the basis of performing this function. With the additional functions of inspections at state premises, it is of critical importance to ensure that Frances Baard DM complies with the South African National Norms & Standards and World Health Organisation (WHO) ratio of one Environmental Health Practitioner for every 10 000 of the population within the region. Within the next 5 years we need to perform all 9 Key Performance Areas (KPA's), however the water quality monitoring, waste management, food control, environmental pollution control and surveillance and prevention of communicable diseases need special attention to minimize our burden of diseases and increase life expectancy within our region; and
- The lawless nature of the public makes enforcement of legislation difficult. This gives rise to possible unsafe work environment for EHP's to execute their duties.

2.7 Disaster management and fire services:

The Disaster Management Act, Act 57 of 2002, states that all municipalities should provide for: “An integrated and co-ordinated disaster management policy that focuses on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post disaster recovery”. Community-based disaster risk management is an approach which aims to reduce local disaster risks through the application of participatory assessment and planning methods. It is a practical bridging strategy to integrate local development efforts on one hand with strategies that reduce the impact of priority disaster risks on the other. The Frances Baard District Municipality (FBDM) support three local municipalities in its jurisdiction, namely Phokwane, Magareng and Dikgatlong to implement the Disaster Management Act. In addition, volunteers are trained on an annual basis to be deployed during any disaster. The FBDM adopted a contingency fund policy to assist destitute families within its jurisdiction. The National Disaster Management Framework emphasise that the district municipality had to perform its mandate as per the four key performance areas and three enablers to ensure effective implementation of the disaster management function. The District Disaster Management Plan and the individual disaster management plans for Magareng, Phokwane and Dikgatlong Local Municipalities were reviewed. The District Disaster Management Advisory Forum and the Local Municipal Disaster Management Advisory Forums are operational in the above-mentioned local municipalities. The lack of firefighting facilities and capacity (human and capital) in the district remains a challenge. Four fire protection associations are established within the district and operates under the Veld and Forest Fires Act (Act 101 of 1998) to assist with combatting veldfires. FBDM has a maintenance programme in place to assist farmers with the maintenance of veldfire equipment.

- **Establishment of firefighting facilities within the FBDM jurisdiction**

The possibilities of establishing firefighting facilities at local municipal level has been investigated. It was found that the best way to address the issue was through the establishment of the services at the municipality with the highest risk and highest population. The identified local municipality is Phokwane for the current period.

- **Establishment of the District Disaster Management Centre**

It is a requirement as per the Disaster Management Act (Act 57 of 2002) to establish a disaster management centre which must serve all its municipalities.

The district municipality concluded the planning stages for the establishment of the District Disaster Management Centre, however funding for this project remains a challenge. FBDM continues to explore different avenues towards realisation of a District Disaster Management Centre.

- **Funding Resources**

Conditional grants received from Province are as follows:

- Disaster Grant (conditional grant from province)

The disaster grant is used to implement the following:

- Response and recovery during incidents at local municipal level;
- Assistance to communities when affected by any incident;
- The training of volunteers at local municipal level; and
- Awareness programmes.

Overall challenges:

- The establishment of the District Disaster Management Centre;
- Local municipalities do not budget for contingencies;
- The availability of human capital and equipment to execute firefighting function and to respond as per SANS 10090 (Community Safety);
- The establishment of Fire stations in Phokwane, Magareng and Dikgatlong;
- Assistance to emerging farmers with regards to veldfires; and
- Local municipalities not belonging to a Fire Protection Associations.

2.8 Human Resources Development

The District Municipality structure consists of one hundred and sixty six (166) employees including 26 councillors (15 females and 11 males). Eight (8) females and eleven (14) males occupy management positions. Currently, 31 posts are vacant. Figure 9 consists of the municipality's organogram.

- **Human Resource Strategy**

Our Human Resources Strategy is an elaborative plan of action which includes detailed pathways to implement Human Resources strategic plans and Human Resources plans. Each of these aspects have its own part within the overall strategic plan of the organization. For the successful implementation of the Human resources strategy we have four vital tasks that must be accomplished:

- Helping employees understand the strategy and comprehend the reason for the strategy;
- Augmenting employee commitment to the strategy;
- Streamlining employee dedication to the strategy; and
- Realigning inter-departmental relations within the municipality.

- **Human Resource Development**

The objective of Skills Development is to create a workforce empowered with the necessary and continuously upgraded skills, knowledge and qualifications in order to increase productivity and competency levels of employees. One of the strategies employed to become a peer leader in this category of employers, is amongst others, creating an environment conducive to learning and development by allocation of adequate resources for purposes of employee education, training and development, as well as retention of critical and scarce skills. FBDM has accommodated at least 1% in its budget for continuous investment in employees, Councillors as well as the unemployed communities, particularly youth, through training development initiatives.

- **Labour Relations**

The stabilization of the workforce is engendered through sincere, open, transparent consultation and engagement process about matters of mutual interest between employer and representatives organized labour.

The Local Labour Forum (LLF) is a forum comprising of equal representation between the employer representatives and serves as a dispute resolution and consultative structure.

The LLF, as a conflict resolution and consultative forum, of FBDM been clearly established and is fully functional. With a stable, active and properly functional LLF in place, the focus is to be directed at the maintenance of its active and functional status for the sustainability of its operations. A plan, which is to be embedded in the HR strategy, shall be implemented to ensure that the momentum of the current operational efficiency is maintained.

- **Employment Equity**

The Employment Equity Act No. 55 of 1998, as amended, requires all eligible employers to develop, approve, and submit a legally compliant employment equity plan (EEP). The EEP is a coordinated and structured initiative that

seeks to respond to the obligation imposed on all employers for the removal of unfair discrimination and implementation of affirmative action measures all with the intent of leveling the playing field for the accessibility of opportunities by all in the workplace. The primary beneficiaries of EE are intended to be designated groups, particularly women and people living with disabilities.

- **Health and Safety**

The function of occupational health and workplace safety is governed by the Occupational Health and Safety Act and Regulations No. 85 of 1993. The Act provides for the nomination of safety representatives and the establishment of a workplace health and safety committee.

- **Employee assistance and wellness**

FBDM is constantly striving towards the ideal of becoming a hub of service excellence and a world class municipality. This feat may be achieved by and through, amongst others, the creation and maintenance of a content, satisfied and healthy workforce. In attempt to respond to this lofty ideal, the FBDM introduced a wellness and employee assistance programme (EAP). The ethos of professionalism and principle of confidentiality underpin the administrative handling and management of EAP within FBDM. To ensure that this crucial element of confidentiality is always observed and maintained, the services of externally based trained specialists and professionals are utilized.

- **Recruitment and Selection**

The staff establishment of any institution is and should be designed to carry out and implement its strategic objectives, and should also be responsive to and give support to the implementation of its strategic plan (IDP). FBDM remains attentive to an effective recruitment and selection process. These processes include matching up the right person with the right job skills. Intensive interviews and background checks assist in identifying candidates who are most suitable to ensure that vacancies are filled with individuals who shares and endorses the company values and will fit in well within the company culture.

Overall Challenges:

- The recruitment and retention of scarce and critical skills remain a challenge for FBDM. To deal with this challenge with a view to stabilizing the workforce and stem the loss of talent, a policy on the retention of scarce and critical skills had been developed and approved. An implementation plan for the administration of the policy is to be developed;
- Despite the utmost professionalism with which the function is being handled, EAP is still regarded with skepticism and beset with credibility challenges and afflicted by negative stigma by the

workforce of FBDM. In the endeavor to deal and reverse the challenge of negative perception and debilitating stigma, a well plan will be put in place to positively market EAP and internally brand FBDM as a caring institution which has the welfare of its employees at heart;

- The challenge experienced currently is the lack of general safety awareness and health consciousness amongst staff. This gap will be addressed through the development and rollout of suitable health and safety awareness programmes and campaigns; and
- The looming challenge, however, is in respect of the difficulty of recruiting people living with disabilities. Despite all efforts, people living with disabilities continue to not be responsive to the recruitment advertisements of FBDM. To redress this anomaly, a plan is to be established and implemented. The plan will, amongst other remedial actions, contain initiatives intended to ensure that all recruitment adverts are understandable, user-friendly, and have an appeal towards women and people living with disabilities, including having a wide reach and coverage of the entire district.

1. DISTRICT-WIDE PRIORITY ISSUES:

The district-wide priority issues take into consideration the priority issues of the local municipalities. The combination of local municipalities priority issues to produce district priority issues strengthens the process of alignment between the district integrated development plan and the IDP's of local municipalities.

On this basis the district-wide priority issues for 2020/21 are summarized as follows:

PRIORITY ISSUES – 2020/21

- Water and Sanitation;
- Roads and storm water;
- Housing & Land Development;
- Electricity;
- Township establishment;
- Disaster Management;
- Environmental Management;
- Health;
- Local economic Development & Youth Development; and
- Clean Audit.

4. ALIGNMENT WITH NATIONAL, PROVINCIAL AND DISTRICT PRIORITIES

Local government as the “implementation hub” of the government’s vision, it is incumbent that there be synergy across all spheres of government’s plans in order to achieve maximum impact in resource allocation and project implementation. The prioritization of needs, allocation of resources and the implementation of projects within and between the three spheres of government should be aligned and harmonized. It is through this “concept” that planning at national, provincial and local level relates and informs one another.

Alignment is built upon the following:

- The shared and common platform critical to alignment is made possible through a coherent set of national spatial guidelines based on the twin concepts of development potential and need;
- The normative principles and guidelines embodied in the National Spatial Development Perspective provide the central organising concept for facilitating alignment and serve as the concrete mechanisms and basic platform for better coordination and alignment of government programmes; and
- The spatial perspective is at the centre of our view of alignment and coordination and is directed at facilitating discussions on the development potential of the space economy and serving as a frame of reference for guiding government actions. (Presidency)

Each of the three spheres of government has planning tools used in the execution of its mandate. At the national level there are: the National Development Plan (NDP) 2030, the Medium Term Strategic Framework (MTSF) 2014-2019, the National Spatial Development Perspective (NSDP) , the New Growth Path (NGP) and Service Delivery Agreement e.g.: Outcome 9 to mention only a few. At the provincial level it is the Provincial Growth and Development Strategy (PGDS) and Strategic Plans of individual departments, and at the municipal level it is the Integrated Development Plans (IDP’s) and DGDS.

5. STRATEGIC OBJECTIVES

Informed by the district municipality’s Turn-around Strategy and the Local Government: Municipal Performance Regulations for Section 56 employees, the following strategic objectives were formulated:

KPA 1: Basic Service Delivery

Programme Management and Advisory Services

Goal: *Improved access to sustainable basic services in the District.*

Objective:

- To assist LM's with infrastructure upgrading, operations and maintenance;
- To create job opportunities for the unemployed through the promotion of EPWP principles;
- To support improved infrastructure planning in the district; and
- To support the provision of potable water, sanitation facilities, electricity and streets and storm water households in the district.

Goal: Facilitate the creation of sustainable human settlements in the district.

Objective:

- To facilitate the reduction of the housing backlog;
- Monitoring of human settlements development in 3 LMs; and
- To capacitate human settlements consumers on human settlements requirements, processes and services.

KPA 2: Local Economic Development (LED)

Goal: Facilitate growth, development and diversification of the district economy by optimising all available resources.

Objective:

- To support the development of a diverse economy;
- To support the development of learning and skilful economies;
- To facilitate the development of enterprises; and
- To facilitate the development of inclusive economies.

Goal: Ensure the development of a vibrant tourism sector that facilitates sustainable economic, environmental and social benefits in the district.

Objective

- To promote tourism in the Frances Baard District.

KPA 3: Municipal Institutional Development and Transformation

Goal: To render and support sustainable municipal health, environmental planning and management in the district

Objective:

- To monitor and enforce national environmental health norms and standards in the Frances Baard District; and
- To implement and monitor environmental planning and management in the Frances Baard District.

Goal: Promotion and implementation of an effective and efficient disaster management and fire-fighting service in the Frances Baard District.

Objective:

- To support local municipalities with the implementation of Disaster Management Legislation;
- To assist local municipalities by implementing Response and Recovery mechanisms as per National Disaster Management Framework;
- To develop institutional capacity and acquire resources for firefighting services for 3 local municipalities in the district; and
- To ensure effective internal security measures.

Goal: To provide a fully effective Human Resources Management & Development function in FBDM and offer support to local municipalities.

Objective:

- To develop the Human Resource Strategy;
- To comply with legislative requirements relating to human resource management and development; and
- To provide support on human resource management and development function to local municipalities.

Goal: Provide sound records management and office support services.

Objective:

- To comply with the Provincial Archives Act at Frances Baard District Municipality and support LMs towards compliance;
- To provide effective and efficient office support functions; and
- To provide effective and cost-efficient office support services

Goal: To render an enabling ICT environment and support within the district.

Objective:

- To implement and maintain a shareable ICT environment within the District; and
- To support the improvement of ICT in three local municipalities.

Goal: To attain credible and implementable IDPs in the district.

Objective:

- To develop and review the district municipality's IDP in compliance with legislation; and
- To support the local municipalities in the preparation and review of their IDPs

Goal: Facilitate the development of sustainable human settlements through effective town and regional planning.

Objective:

- To facilitate the development of urban and rural areas in accordance with the relevant legislation; and
- To facilitate development of Brown & Green field development.

Goal: provision of reliable spatial information as a planning and management tool to enhance service delivery

Objective:

- To promote the use of GIS as a tool in the District.

Goal: To improve PMS in the district

Objective:

- To maintain a functional Performance Management System in FBDM; and
- To support performance management in 3 (three) local municipalities in district.

KPA 4: Good Governance and Public Participation

Goal: Create, strengthen and maintain a positive opinion of the district through effective channels of communication

Objectives:

- To keep the public informed on government activities in the district; and
- To improve internal communication through the implementation of the internal communication strategy.

Goal: To provide an effective and professional legal and compliance service in the district.

Objectives:

- To provide legal and compliance services in the district; and
- Provision of sound legal binding contracts in the district.

Goal: Provision of internal audit services in the FBDM and the two local municipalities.

Objectives:

- To evaluate the adequacy and effectiveness of control processes and assessment of compliance with legislation in FBDM and the two local municipalities.

Goal: Mitigation of risks, prevention and management of fraud and corruption in the district.

Objective:

- To manage risk activities in the district; and
- To prevent and manage fraud and corruption in the district.

Goal: Mainstream youth development, promote the advancement of youth economic empowerment and the provision of skills and training.

Objective:

- To facilitate and coordinate youth development in the district.

Goal: Advancing special programmes among the marginalized community groups in the district.

Objective:

- To facilitate and coordinate special programmes in the district.

Goal: To provide efficient and effective coordination and support for council and its committees.

Objective:

- To ensure the effective and efficient functioning of council and its committees.

KPA 5: Municipal Financial Viability and Management

Goal:

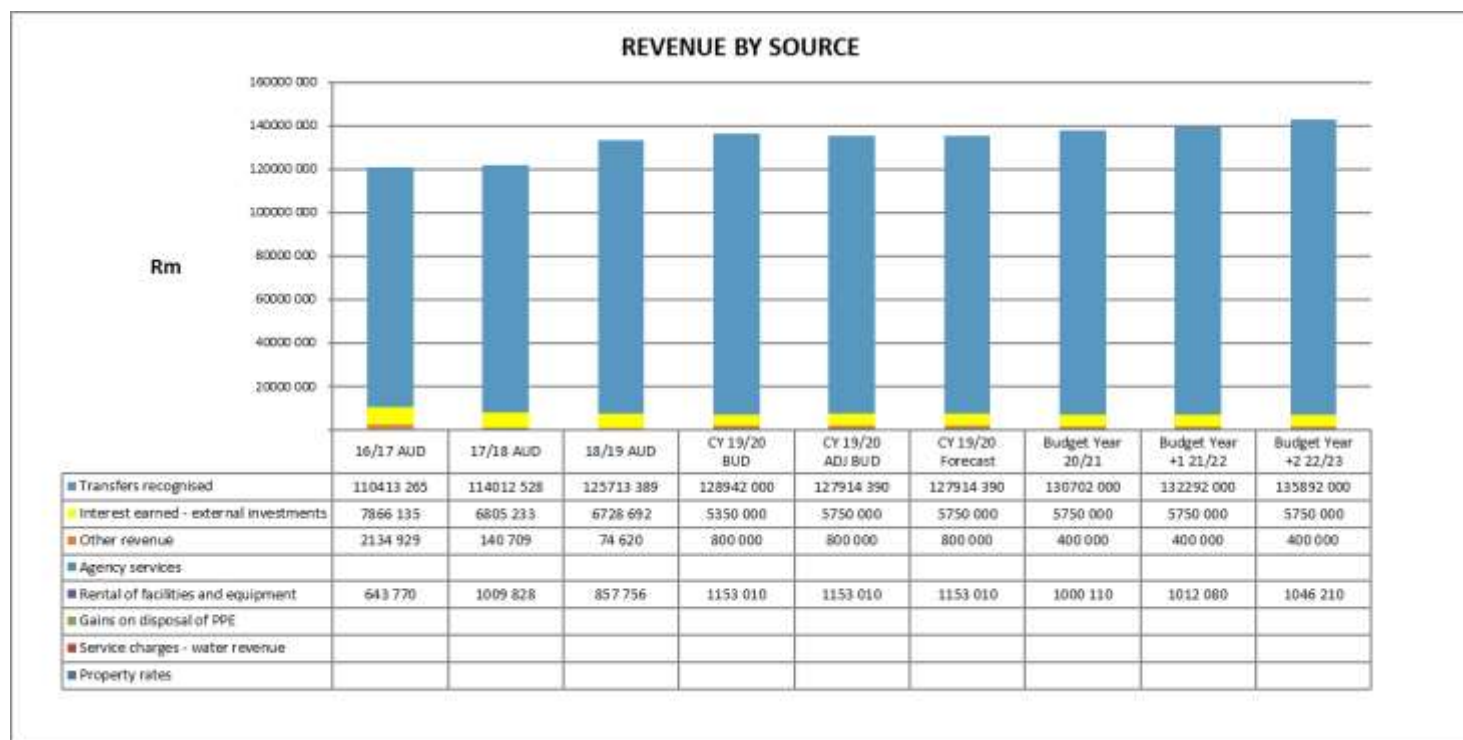
- Facilitation of effective and efficient system of budgeting and reporting, in compliance with applicable legislation;
- To provide an effective system of sound financial management in revenue and expenditure in compliance with applicable legislation; and
- Provide an effective an efficient supply chain management system for the district municipality.

Objectives:

- To ensure compliance to all accounting and legislative reporting requirements;
- To provide financial management support to Local Municipalities in the district;
- To ensure implementation of supply chain management policies and related prescripts; and
- To ensure sound financial management practices according to National Treasury guidelines.

8. ANNUAL BUDGET 2020/21 SUMMARY

The following graph indicates the main categories of revenue for the 2020/21 financial year:

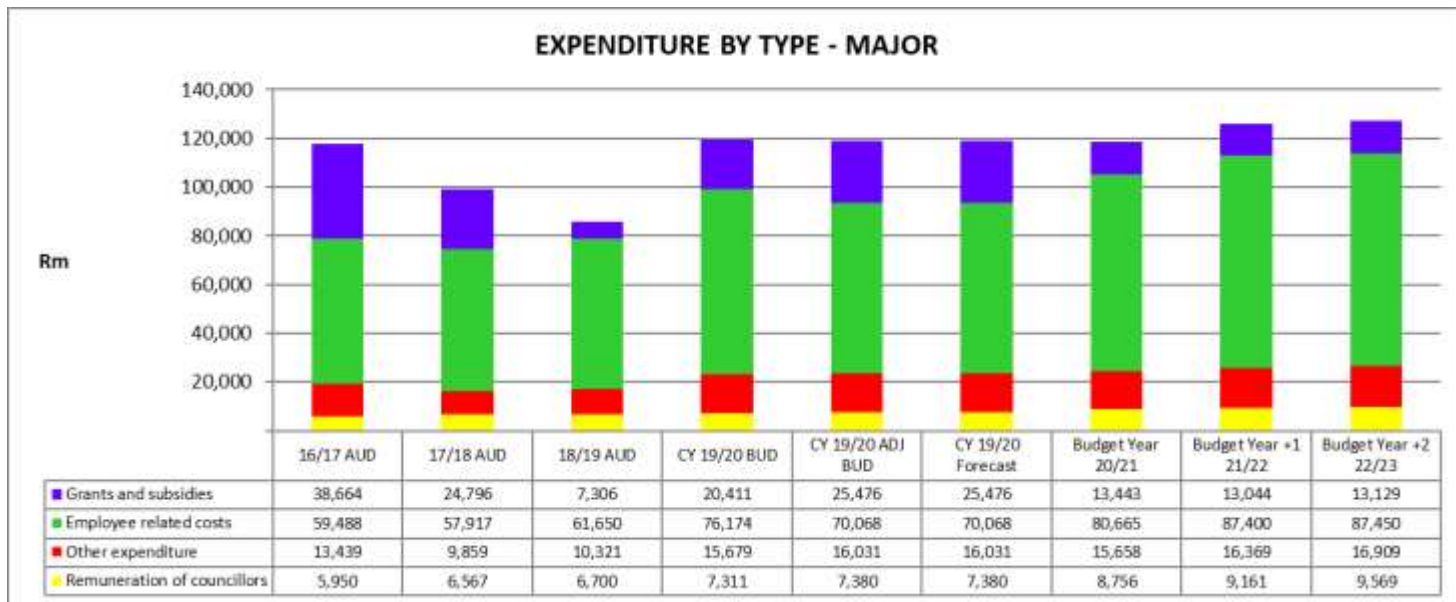


The main source of revenue is still operating grants from government which is 95% of the total revenue. The growth in income is limited to the the current inflation rate and an increase in the GDP that is expected to be 1.2%.

The municipality does not render basic services that can generate revenue.

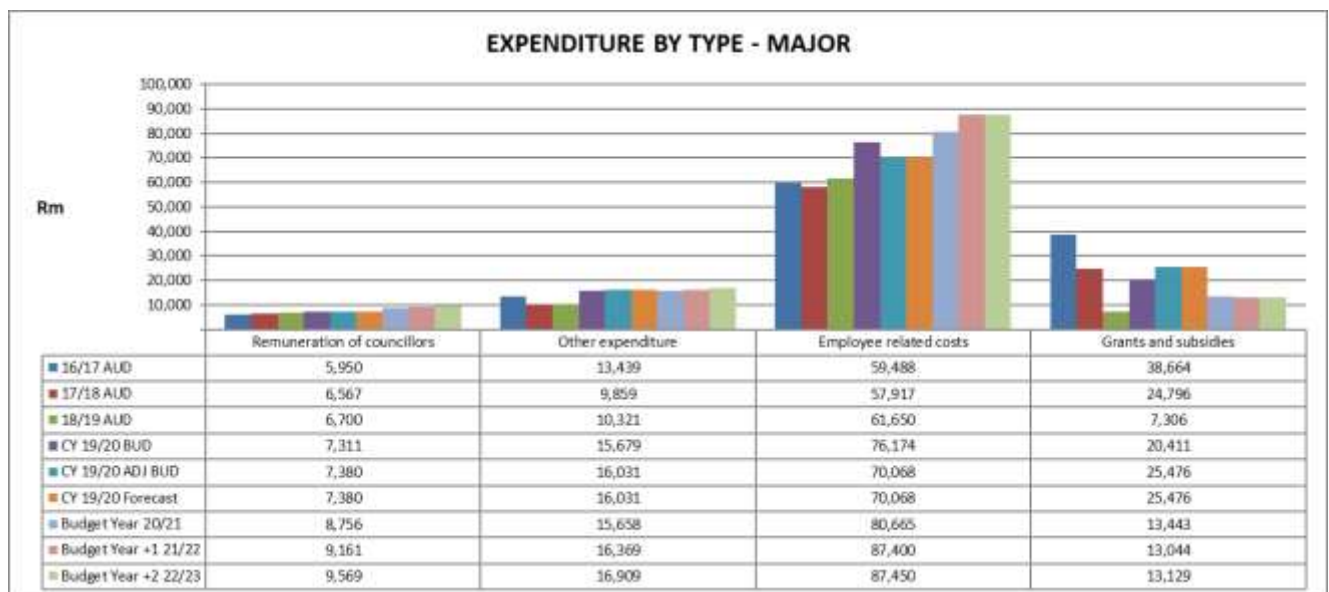
The following graph indicates the main categories of expenditure for the 2020/21 financial year:

Expenditure by Type – Major:



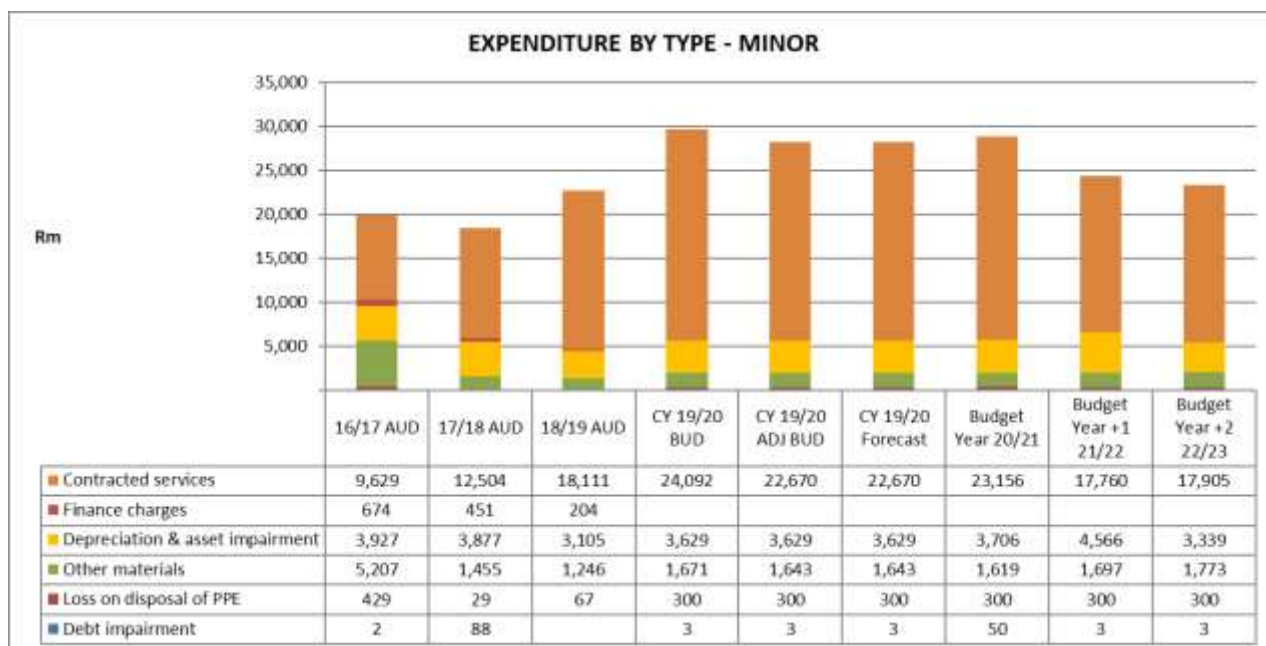
Graph clearly illustrates the decrease trends in grants and subsidies of 47.42% for 20/21 as opposed to 19/20 financial year, this is due to the capital allocation to local municipalities not being budgeted for.

Councillor's remuneration reflects a fair increase over the past years based on the Remuneration of Public Office Bearers Act, 1998 (Act No. 20 Of 1998) .



8.5 Expenditure by Type – Minor:

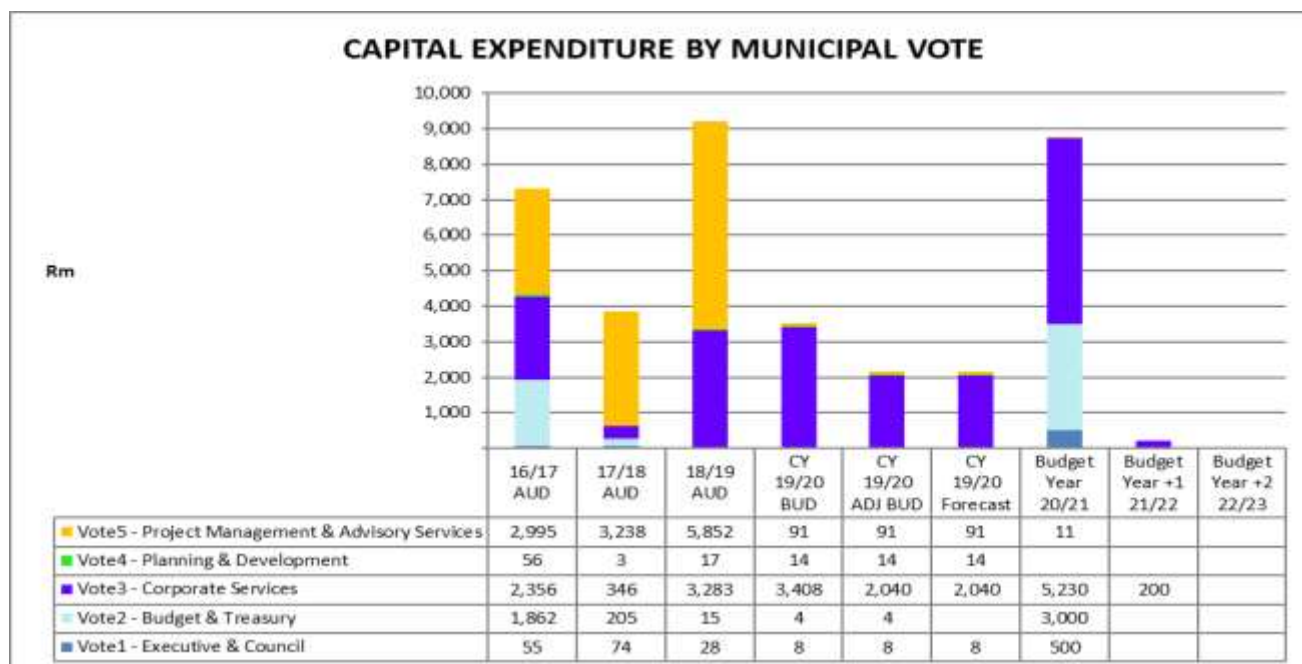
Expenditure relating to minor expenditure consists mainly of finance charges, depreciation & asset impairment, other materials, loss on disposal of PPE and Debt impairment.



8.6 Capital Expenditure – R8, 7 m

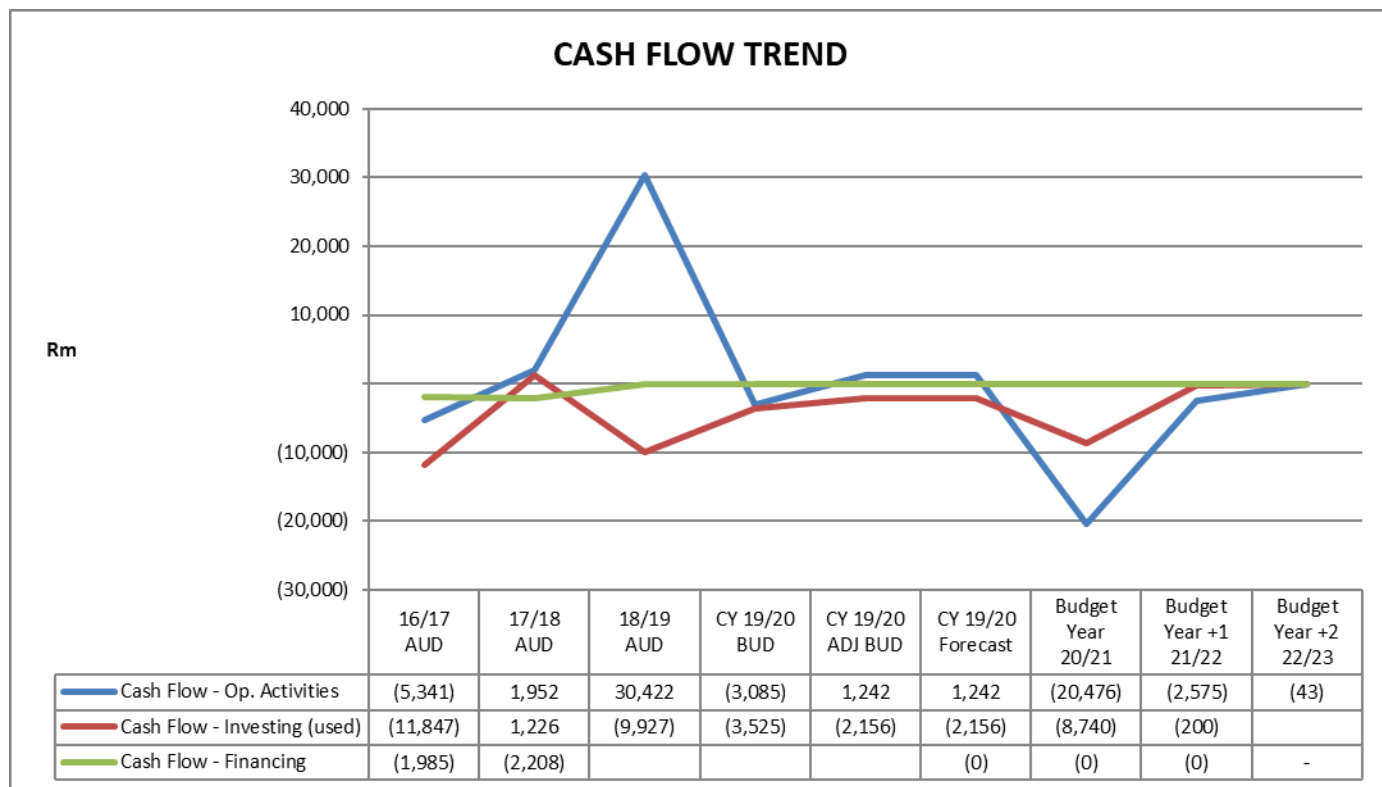
The capital needs of the municipality mainly consists of construction process of fire engine base in Jan Kempdorp and purchasing of the new financial system.

8.7 Capital Expenditure – Funding Source



Capital Expenditure is funded from internal funding (Table A5 and SA36).

8.8 Projected Cash Flows



The projected cash flow of the municipality improved from the past years due to the decline in grant and subsidy allocations to the local municipalities.

9. Other

SERVICE DELIVERY AND PROPOSED TARIFFS

Council reviewed and amended its tariff policy in respect of the 2019/20 budget year and the following proposed tariffs was implemented effective from 1 July 2019:

Sundry Charges:

Finance & Administration:-

- Rental of municipal facilities
 - Lecture room: R 1 500.00 per day per room (excluding VAT)
 - If both 1 & 2 utilised: R 2,500.00 per day (excluding VAT)
 - Projector required: R 300 per day (excluding VAT)

A refundable breakage deposit of 20% of total rent amount.

- Tender Documents
 - Bids from R200,000 to R500,000: R200-00 non-refundable deposit (discretion of Municipal Manager)
 - Bids from R500, 000 and more dependent on value of the contract non-refundable deposit (discretion of Municipal Manager)

Planning and Development:-

- Rental of Plant & Machinery - Grader R935.00 per hour (excluding VAT)

10. Policies review

In accordance with the MFMA the mayor of a municipality must co-ordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget-related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget-related policies are mutually consistent and credible. Therefore all budget related policies have been reviewed during the course of the financial year and any amendments if necessary will be implemented as an ongoing process during the 2019/20 budget year. The following policies have been classified as budget related:

- ***Asset management Policy***
Approved on 23 September 2015
- ***Debt and Credit Control Policy***
Approved on 29 May 2018
- ***Tariff Policy***
Approved on 29 May 2018
- ***Investment Policy***
Approved on 29 May 2018
- ***Supply Chain Management Policy***
Approved on 29 May 2018
- ***Budget Policy***
Approved on 29 May 2018

QUALITY CERTIFICATE

DC9 Frances Baard District Municipality – Quality Certificate: Annual Budget 2020 / 21

I, ZM Bogatsu, Municipal Manager of Frances Baard District Municipality, hereby certify that the annual budget and supporting documentation have been prepared in accordance with the Municipal Finance Management Act and the regulations made under the Act, and that the annual budget and supporting documents are consistent with the Integrated Development Plan of the municipality.

Print Name Z M Bogatsu

Municipal Manager of Frances Baard District Municipality (DC9)

Signature 

Date 01 June 2020

BUDGET TABLES

DC9 Frances Baard - Table A1 Budget Summary

Description	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousands									
Financial Performance									
Property rates	-	-	-	-	-	-	-	-	-
Service charges	-	-	-	-	-	-	-	-	-
Investment revenue	6 805	5 830	6 729	5 350	5 750	5 750	5 750	5 750	5 750
Transfers recognised - operational	114 013	117 699	125 713	128 942	127 914	127 914	130 702	132 292	135 892
Other own revenue	1 151	1 289	932	1 953	1 953	1 953	1 400	1 412	1 446
Total Revenue (excluding capital transfers and contributions)	121 968	124 818	133 374	136 245	135 617	135 617	137 852	139 454	143 088
Employee costs	59 488	57 917	61 650	76 174	70 068	70 068	80 665	87 400	87 450
Remuneration of councillors	5 950	6 567	6 700	7 311	7 380	7 380	8 756	9 161	9 569
Depreciation & asset impairment	3 927	3 877	3 105	3 629	3 629	3 629	3 706	4 566	3 339
Finance charges	674	451	204	-	-	-	-	-	-
Materials and bulk purchases	5 207	1 455	1 246	1 671	1 643	1 643	1 619	1 697	1 773
Transfers and grants	38 664	24 796	7 306	20 411	25 476	25 476	13 443	13 044	13 129
Other expenditure	23 499	22 354	28 499	40 074	39 003	39 003	39 164	34 431	35 117
Total Expenditure	137 409	117 418	108 709	149 271	147 200	147 200	147 354	150 299	150 377
Surplus/(Deficit)	(15 441)	7 400	24 665	(13 026)	(11 583)	(11 583)	(9 501)	(10 845)	(7 289)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	(15 441)	7 400	24 665	(13 026)	(11 583)	(11 583)	(9 501)	(10 845)	(7 289)
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	(15 441)	7 400	24 665	(13 026)	(11 583)	(11 583)	(9 501)	(10 845)	(7 289)
Capital expenditure & funds sources									
Capital expenditure	7 325	3 865	9 195	3 525	2 156	2 156	8 740	200	-
Transfers recognised - capital	-	-	-	70	70	70	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-
Internally generated funds	7 325	3 865	9 195	3 455	2 086	2 086	8 740	200	-
Total sources of capital funds	7 325	3 865	9 195	3 525	2 156	2 156	8 740	200	-
Financial position									
Total current assets	66 849	63 833	95 294	53 959	91 213	91 213	75 090	77 188	76 949
Total non current assets	58 654	58 288	64 217	64 934	64 711	64 711	70 197	65 785	62 397
Total current liabilities	25 003	17 719	28 104	15 141	33 299	33 299	29 544	34 948	35 483
Total non current liabilities	32 072	28 490	31 004	35 000	33 654	33 654	36 674	39 800	42 927
Community wealth/Equity	68 428	75 912	100 451	68 753	88 971	88 971	79 069	68 225	60 936
Cash flows									
Net cash from (used) operating	(5 341)	1 952	30 422	(3 085)	1 242	1 242	(20 476)	(2 575)	(43)
Net cash from (used) investing	(11 847)	1 226	(9 927)	(3 525)	(2 156)	(2 156)	8 740	200	-
Net cash from (used) financing	(1 985)	(2 208)	(0)	-	-	-	(0)	(0)	(0)
Cash/cash equivalents at the year end	50 102	51 072	71 567	48 779	77 349	70 653	62 210	59 834	59 790
Cash backing/surplus reconciliation									
Cash and investments available	60 552	57 122	78 267	48 779	73 946	73 946	62 210	59 834	59 790
Application of cash and investments	(39 012)	7 801	(9 209)	26 654	26 349	26 349	9 144	4 505	4 536
Balance - surplus (shortfall)	99 564	49 321	87 476	22 125	47 597	47 597	53 066	55 329	55 255
Asset management									
Asset register summary (WDV)	50 670	50 601	41 896	42 647	42 390	42 390	47 877	43 464	40 076
Depreciation	3 927	3 877	3 105	3 629	3 629	3 629	3 706	4 566	3 339
Renewal and Upgrading of Existing Assets	862	285	8 740	1 135	1 167	1 167	4 632	-	-
Repairs and Maintenance	3 936	3 071	3 588	7 220	7 406	7 406	8 771	7 560	7 764
Free services									
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	-	-	-	-	-	-	-	-
Households below minimum service level									
Water:	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-

DC9 Frances Baard - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand	1									
Revenue - Functional										
<i>Governance and administration</i>		104 666	111 605	124 655	130 209	130 381	130 381	131 652	135 590	139 035
Executive and council		-	-	478	250	22	22	-	-	-
Finance and administration		104 666	111 605	124 177	129 959	130 359	130 359	131 652	135 590	139 035
Internal audit		-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>		1 815	345	389	246	246	246	259	273	273
Community and social services		1 015	345	-	246	246	246	259	273	273
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		-	-	389	-	-	-	-	-	-
Housing		800	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>		15 287	12 663	8 331	5 790	4 990	4 990	5 941	3 591	3 781
Planning and development		15 287	12 663	8 331	5 790	4 990	4 990	5 941	3 591	3 781
Road transport		-	-	-	-	-	-	-	-	-
Environmental protection		-	-	-	-	-	-	-	-	-
<i>Trading services</i>		-	-	-	-	-	-	-	-	-
Energy sources		-	-	-	-	-	-	-	-	-
Water management		-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-
Other	4	200	204	-	-	-	-	-	-	-
Total Revenue - Functional	2	121 968	124 818	133 374	136 245	135 617	135 617	137 852	139 454	143 088
Expenditure - Functional										
<i>Governance and administration</i>		62 254	59 676	65 029	77 928	76 922	76 922	79 808	84 978	85 271
Executive and council		18 712	19 605	18 921	21 217	20 617	20 617	22 260	23 020	23 323
Finance and administration		40 602	37 013	43 667	53 412	53 006	53 006	53 937	58 178	58 341
Internal audit		2 940	3 058	2 442	3 299	3 299	3 299	3 611	3 780	3 607
<i>Community and public safety</i>		10 825	10 522	8 560	14 295	11 704	11 704	14 486	15 388	14 759
Community and social services		5 277	5 884	5 477	10 245	7 643	7 643	10 217	10 894	10 182
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		-	-	422	-	-	-	-	-	-
Housing		5 549	4 638	2 661	4 050	4 061	4 061	4 269	4 494	4 577
Health		-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>		60 397	43 511	31 879	53 350	55 012	55 012	49 278	46 295	46 694
Planning and development		57 377	39 512	28 014	45 811	47 664	47 664	39 351	37 089	37 413
Road transport		3 020	-	-	-	-	-	-	-	-
Environmental protection		-	3 999	3 865	7 539	7 348	7 348	9 927	9 206	9 282
<i>Trading services</i>		-	-	-	-	-	-	-	-	-
Energy sources		-	-	-	-	-	-	-	-	-
Water management		-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-
Other	4	3 933	3 709	3 242	3 697	3 562	3 562	3 782	3 637	3 653
Total Expenditure - Functional	3	137 409	117 418	108 709	149 271	147 200	147 200	147 354	150 299	150 377
Surplus/(Deficit) for the year		(15 441)	7 400	24 665	(13 026)	(11 583)	(11 583)	(9 502)	(10 845)	(7 289)

DC9 Frances Baard - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description R thousand	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue - Functional									
<i>Municipal governance and administration</i>	104 666	111 605	124 655	130 209	130 381	130 381	131 652	135 590	139 035
Executive and council	-	-	478	250	22	22	-	-	-
Mayor and Council	-	-	478	250	22	22	-	-	-
Finance and administration	104 666	111 605	124 177	129 959	130 359	130 359	131 652	135 590	139 035
Finance	104 666	111 605	124 177	129 959	130 359	130 359	131 652	135 590	139 035
Internal audit	-	-	-	-	-	-	-	-	-
Governance Function	-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>	1 815	345	389	246	246	246	259	273	273
Community and social services	1 015	345	-	246	246	246	259	273	273
Disaster Management	1 015	345	-	246	246	246	259	273	273
Sport and recreation	-	-	-	-	-	-	-	-	-
Public safety	-	-	389	-	-	-	-	-	-
Civil Defence	-	-	389	-	-	-	-	-	-
Housing	800	-	-	-	-	-	-	-	-
Housing	800	-	-	-	-	-	-	-	-
Health	-	-	-	-	-	-	-	-	-

Economic and environmental services	15 287	12 663	8 331	5 790	4 990	4 990	5 941	3 591	3 781
Planning and development	15 287	12 663	8 331	5 790	4 990	4 990	5 941	3 591	3 781
Billboards		12 663							
Corporate Wide Strategic Planning (IDPs, LEDs)			8 331	5 790	4 990	4 990	5 941	3 591	3 781
Economic Development/Planning	200								
Project Management Unit	15 087								
Other	200	204	-	-	-	-	-	-	-
Tourism	200	204	-	-	-	-	-	-	-
Total Revenue - Functional	121 968	124 818	133 374	136 245	135 617	135 617	137 852	139 454	143 088

Expenditure - Functional								
<i>Municipal governance and administration</i>	62 254	59 676	65 029	77 928	76 922	76 922	79 808	85 271
Executive and council	18 712	19 605	18 921	21 217	20 617	20 617	22 260	23 323
Mayor and Council	8 933	10 470	10 116	11 574	11 240	11 240	12 646	13 292
Municipal Manager, Town Secretary and Chief Executive	9 779	9 135	8 805	9 642	9 376	9 376	9 614	10 031
Finance and administration	40 602	37 013	43 667	53 412	53 006	53 006	53 937	58 341
Administrative and Corporate Support	13 609	9 908	11 295	13 263	13 770	13 770	15 201	16 995
Finance	14 587	12 808	16 356	20 613	19 739	19 739	19 752	21 112
Human Resources	4 217	3 533	4 353	7 335	7 285	7 285	5 450	5 766
Information Technology	3 485	3 926	3 577	4 140	4 140	4 140	4 690	4 898
Legal Services	885	1 055	1 281	1 404	1 404	1 404	1 445	1 585
Risk Management	962	956	878	1 006	1 006	1 006	1 086	1 171
Supply Chain Management	2 858	2 870	3 963	3 193	3 193	3 193	3 832	4 143
Internal audit	2 940	3 058	2 442	3 299	3 299	3 299	3 611	3 607
Governance Function	2 940	3 058	2 442	3 299	3 299	3 299	3 611	3 607
Community and public safety	10 825	10 522	8 560	14 295	11 704	11 704	14 486	14 759
Community and social services	5 277	5 884	5 477	10 245	7 643	7 643	10 217	10 182
Disaster Management	5 277	5 884	5 477	10 245	7 643	7 643	10 217	10 182
Public safety	-	-	422	-	-	-	-	-
Civil Defence	-	-	422	-	-	-	-	-
Housing	5 549	4 638	2 661	4 050	4 061	4 061	4 269	4 577
Housing	5 549	4 638	2 661	4 050	4 061	4 061	4 269	4 577

<i>Economic and environmental services</i>	60 397	43 511	31 879	53 350	55 012	55 012	49 278	46 295	46 694
Planning and development	57 377	39 512	28 014	45 811	47 664	47 664	39 351	37 089	37 413
<i>Corporate Wide Strategic Planning (IDPs, LEDs)</i>	10 855		28 014	45 811	47 664	47 664	39 351	37 089	37 413
<i>Development Facilitation</i>		1 446							
<i>Economic Development/Planning</i>	1 581	3 785							
<i>Regional Planning and Development</i>		3 677							
<i>Project Management Unit</i>	44 941	7 440							
<i>Support to Local Municipalities</i>		23 165							
Road transport	3 020	-	-	-	-	-	-	-	-
<i>Roads</i>	3 020	-							
<i>Taxi Ranks</i>									
Environmental protection	-	3 999	3 865	7 539	7 348	7 348	9 927	9 206	9 282
<i>Biodiversity and Landscape</i>		3 999							
<i>Coastal Protection</i>	-	-	3 865	7 539	7 348	7 348	9 927	9 206	9 282
Other	3 933	3 709	3 242	3 697	3 562	3 562	3 782	3 637	3 653
Tourism	3 933	3 709	3 242	3 697	3 562	3 562	3 782	3 637	3 653
Total Expenditure - Functional	137 409	117 418	108 709	149 271	147 200	147 200	147 354	150 299	150 377
Surplus/(Deficit) for the year	(15 441)	7 400	24 665	(13 026)	(11 583)	(11 583)	(9 502)	(10 845)	(7 289)

DC9 Frances Baard - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description R thousand	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue by Vote									
Vote 01 - Executive & Council	–	–	478	250	22	22	–	–	–
Vote 02 - Office Of The Municipal Manager	–	–	–	–	–	–	–	–	–
Vote 03 - Budget & Treasury Office	104 666	111 605	124 177	129 959	130 359	130 359	131 652	135 590	139 035
Vote 04 - Administration	1 015	345	389	246	246	246	259	273	273
Vote 05 - Planning & Development	200	204	–	800	–	–	1 500	–	–
Vote 06 - Infrastructure Services	16 087	12 663	8 331	4 990	4 990	4 990	4 441	3 591	3 781
Total Revenue by Vote	121 968	124 818	133 374	136 245	135 617	135 617	137 852	139 454	143 088
Expenditure by Vote to be appropriated									
Vote 01 - Executive & Council	8 933	10 470	10 116	11 574	11 240	11 240	12 646	12 956	13 292
Vote 02 - Office Of The Municipal Manager	16 456	16 161	15 370	17 810	17 554	17 554	18 236	19 253	19 065
Vote 03 - Budget & Treasury Office	20 871	15 552	20 319	23 806	22 932	22 932	23 584	24 938	25 255
Vote 04 - Administration	24 299	27 249	28 988	42 522	40 186	40 186	45 485	47 931	47 122
Vote 05 - Planning & Development	14 778	12 743	13 788	21 159	19 198	19 198	22 590	19 576	19 717
Vote 06 - Infrastructure Services	52 072	35 242	20 129	32 400	36 090	36 090	24 812	25 645	25 926
Total Expenditure by Vote	137 409	117 418	108 709	149 271	147 200	147 200	147 354	150 299	150 377
Surplus/(Deficit) for the year	(15 441)	7 400	24 665	(13 026)	(11 583)	(11 583)	(9 501)	(10 845)	(7 289)

References

1. Insert 'Vote'; e.g. department, if different to functional classification structure
2. Must reconcile to Budgeted Financial Performance (revenue and expenditure)
3. Assign share in 'associate' to relevant Vote

DC9 Frances Baard - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue by Vote									
Vote 01 - Executive & Council	-	-	478	250	22	22	-	-	-
01.1 - Council & Executive Administration	-	-	478	250	22	22	-	-	-
Vote 02 - Office Of The Municipal Manager	-	-	-	-	-	-	-	-	-
02.1 - Office Of The Municipal Manager	-	-	-	-	-	-	-	-	-
02.2 - Committee & Administration Services	-	-	-	-	-	-	-	-	-
02.3 - Internal Audit	-	-	-	-	-	-	-	-	-
02.4 - Communications	-	-	-	-	-	-	-	-	-
02.5 - Legal And Compliance	-	-	-	-	-	-	-	-	-
02.6 - Political Office Administration	-	-	-	-	-	-	-	-	-
02.7 - Youth Unit	-	-	-	-	-	-	-	-	-
02.8 - Risk Unit	-	-	-	-	-	-	-	-	-
Vote 03 - Budget & Treasury Office	104 666	111 605	124 177	129 959	130 359	130 359	131 652	135 590	139 035
03.1 - Finance Directorate	1 068	1 250	1 000	1 000	1 000	1 000	1 000	1 000	1 000
03.2 - Revenue & Expenditure	103 511	110 355	123 177	128 959	129 359	129 359	130 652	134 590	138 035
03.3 - Budget And Treasury Office	86	-	-	-	-	-	-	-	-
03.4 - Supply Chain Management	-	-	-	-	-	-	-	-	-
03.5 - Council Motor Vehicle Pool	-	-	-	-	-	-	-	-	-
Vote 04 - Administration	1 015	345	389	246	246	246	259	273	273
04.1 - Administration Directorate	-	-	-	-	-	-	-	-	-
04.2 - Information Systems	-	-	-	-	-	-	-	-	-
04.3 - Human Resource Management	-	-	-	-	-	-	-	-	-
04.4 - Office Support Services	-	-	-	-	-	-	-	-	-
04.5 - Environmental Protection	-	-	-	-	-	-	-	-	-
04.6 - Fire Fighting & Disaster Management	1 015	345	389	246	246	246	259	273	273
Vote 05 - Planning & Development	200	204	-	800	-	-	1 500	-	-
05.1 - Planning & Development Directorate	-	-	-	-	-	-	1 500	-	-
05.2 - Planning Unit - Pms Management	200	-	-	-	-	-	-	-	-
05.3 - Local Economic Development	-	-	-	-	-	-	-	-	-
05.4 - Planning Unit - Gis	-	-	-	-	-	-	-	-	-
05.5 - Planning Unit - Spacial Planning	-	204	-	800	-	-	-	-	-
05.6 - Tourism	-	-	-	-	-	-	-	-	-
05.7 - Planning Unit - ldp	-	-	-	-	-	-	-	-	-
Vote 06 - Infrastructure Services	16 087	12 663	8 331	4 990	4 990	4 990	4 441	3 591	3 781
06.1 - Infrastructure Service Directorate	14 385	11 750	3 930	-	-	-	-	-	-
06.2 - Project Management & Advisory Service	902	913	3 634	3 940	3 940	3 940	3 544	2 682	2 837
06.3 - Infrastructure Service - Roads Maint	800	-	767	1 050	1 050	1 050	897	909	944
06.4 - Housing Administration	-	-	-	-	-	-	-	-	-
Total Revenue by Vote	121 968	124 818	133 374	136 245	135 617	135 617	137 852	139 454	143 088

DC9 Frances Baard - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description R thousand	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Expenditure by Vote									
Vote 01 - Executive & Council	8 933	10 470	10 116	11 574	11 240	11 240	12 646	12 956	13 292
01.1 - Council & Executive Administration	8 933	10 470	10 116	11 574	11 240	11 240	12 646	12 956	13 292
Vote 02 - Office Of The Municipal Manager	16 456	16 161	15 370	17 810	17 554	17 554	18 236	19 253	19 065
02.1 - Office Of The Municipal Manager	2 750	2 717	2 210	2 510	2 628	2 628	2 505	2 642	2 601
02.2 - Committee & Administration Services	1 124	1 305	962	1 312	933	933	1 381	1 530	1 529
02.3 - Internal Audit	2 940	3 058	2 442	3 299	3 299	3 299	3 611	3 780	3 607
02.4 - Communications	1 890	1 958	1 966	2 458	2 468	2 468	2 483	2 654	2 668
02.5 - Legal And Compliance	885	1 055	1 281	1 404	1 404	1 404	1 445	1 585	1 585
02.6 - Political Office Administration	4 267	3 179	3 473	3 822	3 817	3 817	3 882	3 989	3 989
02.7 - Youth Unit	1 639	1 933	2 158	1 999	1 999	1 999	1 845	1 903	1 911
02.8 - Risk Unit	962	956	878	1 006	1 006	1 006	1 085	1 170	1 175
Vote 03 - Budget & Treasury Office	20 871	15 552	20 319	23 806	22 932	22 932	23 584	24 938	25 255
03.1 - Finance Directorate	5 308	6 379	4 148	7 908	6 951	6 951	6 743	7 249	7 455
03.2 - Revenue & Expenditure	2 825	3 057	3 223	3 760	3 760	3 760	3 730	4 071	4 088
03.3 - Budget And Treasury Office	8 200	2 350	7 050	7 039	7 139	7 139	7 515	7 725	7 723
03.4 - Supply Chain Management	2 858	2 870	3 963	3 193	3 193	3 193	3 836	4 093	4 148
03.5 - Council Motor Vehicle Pool	1 680	897	1 935	1 906	1 889	1 889	1 761	1 801	1 841
Vote 04 - Administration	24 299	27 249	28 988	42 522	40 186	40 186	45 485	47 931	47 122
04.1 - Administration Directorate	409	2 094	1 663	1 918	1 918	1 918	2 027	2 073	2 077
04.2 - Information Systems	3 485	3 926	3 577	4 140	4 140	4 140	4 690	5 139	4 898
04.3 - Human Resource Management	4 216	3 533	4 353	7 335	7 285	7 285	5 450	5 767	5 766
04.4 - Office Support Services	7 892	7 814	9 632	11 345	11 852	11 852	13 174	14 852	14 918
04.5 - Environmental Protection	3 020	3 999	3 865	7 539	7 348	7 348	9 927	9 206	9 282
04.6 - Fire Fighting & Disaster Management	5 277	5 884	5 899	10 245	7 643	7 643	10 217	10 894	10 182
Vote 05 - Planning & Development	14 778	12 743	13 788	21 159	19 198	19 198	22 590	19 576	19 717
05.1 - Planning & Development Directorate	1 386	345	977	1 835	1 464	1 464	3 540	2 085	2 088
05.2 - Planning Unit - Pms Management	5 596	3 785	-	-	-	-	-	-	-
05.3 - Local Economic Development	1 781	1 667	5 019	8 310	8 357	8 357	7 503	6 622	6 712
05.4 - Planning Unit - Gis	1 581	2 135	1 627	2 100	2 100	2 100	2 421	1 696	1 713
05.5 - Planning Unit - Spacial Planning	3 933	3 709	1 535	3 551	2 040	2 040	3 278	3 356	3 360
05.6 - Tourism	110	1 097	3 242	3 697	3 562	3 562	3 782	3 637	3 653
05.7 - Planning Unit - ldp	390	5	1 389	1 664	1 675	1 675	2 067	2 179	2 192
Vote 06 - Infrastructure Services	52 072	35 242	20 129	32 400	36 090	36 090	24 812	25 645	25 926
06.1 - Infrastructure Service Directorate	1 591	1 032	4 372	1 970	1 098	1 098	2 251	2 252	2 255
06.2 - Project Management & Advisory Service	44 136	28 752	12 319	25 415	29 996	29 996	17 394	17 990	18 150
06.3 - Infrastructure Service - Roads Maint	796	820	777	965	934	934	897	909	944
06.4 - Housing Administration	5 549	4 638	2 661	4 050	4 061	4 061	4 269	4 494	4 577
Total Expenditure by Vote	137 409	117 418	108 709	149 271	147 200	147 200	147 354	150 299	150 377
Surplus/(Deficit) for the year	(15 441)	7 400	24 665	(13 026)	(11 583)	(11 583)	(9 501)	(10 845)	(7 289)

DC9 Frances Baard - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue By Source									
Property rates	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	-	-	-	-	-	-	-	-	-
Service charges - water revenue	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	1 010	1 003	858	1 153	1 153	1 153	1 000	1 012	1 046
Interest earned - external investments	6 805	5 830	6 729	5 350	5 750	5 750	5 750	5 750	5 750
Interest earned - outstanding debtors									
Dividends received									
Fines, penalties and forfeits									
Licences and permits									
Agency services									
Transfers and subsidies	114 013	117 699	125 713	128 942	127 914	127 914	130 702	132 292	135 892
Other revenue	141	286	75	800	800	800	400	400	400
Gains	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)	121 968	124 818	133 374	136 245	135 617	135 617	137 852	139 454	143 088
Expenditure By Type									
Employee related costs	59 488	57 917	61 650	76 174	70 068	70 068	80 665	87 400	87 450
Remuneration of councillors	5 950	6 567	6 700	7 311	7 380	7 380	8 756	9 161	9 569
Debt impairment	2	88	-	3	3	3	50	3	3
Depreciation & asset impairment	3 927	3 877	3 105	3 629	3 629	3 629	3 706	4 566	3 339
Finance charges	674	451	204	-	-	-	-	-	-
Bulk purchases	-	-	-	-	-	-	-	-	-
Other materials	5 207	1 455	1 246	1 671	1 643	1 643	1 619	1 697	1 773
Contracted services	9 629	12 504	18 111	24 092	22 670	22 670	23 156	17 760	17 905
Transfers and subsidies	38 664	24 796	7 306	20 411	25 476	25 476	13 443	13 044	13 129
Other expenditure	13 439	9 733	10 321	15 679	16 031	16 031	15 658	16 369	16 909
Losses	429	29	67	300	300	300	300	300	300
Total Expenditure	137 409	117 418	108 709	149 271	147 200	147 200	147 354	150 299	150 377
Surplus/(Deficit)	(15 441)	7 400	24 665	(13 026)	(11 583)	(11 583)	(9 501)	(10 845)	(7 289)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	-								
Transfers and subsidies - capital (in-kind - all)									
Surplus/(Deficit) after capital transfers & contributions	(15 441)	7 400	24 665	(13 026)	(11 583)	(11 583)	(9 501)	(10 845)	(7 289)
Taxation									
Surplus/(Deficit) after taxation	(15 441)	7 400	24 665	(13 026)	(11 583)	(11 583)	(9 501)	(10 845)	(7 289)
Attributable to minorities									
Surplus/(Deficit) attributable to municipality	(15 441)	7 400	24 665	(13 026)	(11 583)	(11 583)	(9 501)	(10 845)	(7 289)
Share of surplus/ (deficit) of associate									
Surplus/(Deficit) for the year	(15 441)	7 400	24 665	(13 026)	(11 583)	(11 583)	(9 501)	(10 845)	(7 289)

DC9 Frances Baard - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand									
Capital expenditure - Vote									
<i>Multi-year expenditure to be appropriated</i>									
Vote 01 - Executive & Council	-	-	-	-	-	-	-	-	-
Vote 02 - Office Of The Municipal Manager	-	-	-	-	-	-	-	-	-
Vote 03 - Budget & Treasury Office	-	-	-	-	-	-	-	-	-
Vote 04 - Administration	-	-	-	-	-	-	-	-	-
Vote 05 - Planning & Development	-	-	-	-	-	-	-	-	-
Vote 06 - Infrastructure Services	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	-	-	-	-	-	-	-	-	-
<i>Single-year expenditure to be appropriated</i>									
Vote 01 - Executive & Council	-	29	19	-	-	-	-	-	-
Vote 02 - Office Of The Municipal Manager	55	45	9	8	8	8	500	-	-
Vote 03 - Budget & Treasury Office	1 862	205	15	4	4	4	3 000	-	-
Vote 04 - Administration	2 356	346	3 283	3 408	2 040	2 040	5 230	200	-
Vote 05 - Planning & Development	56	3	17	14	14	14	-	-	-
Vote 06 - Infrastructure Services	2 995	3 238	5 852	91	91	91	11	-	-
Capital single-year expenditure sub-total	7 325	3 865	9 195	3 525	2 156	2 156	8 740	200	-
Total Capital Expenditure - Vote	7 325	3 865	9 195	3 525	2 156	2 156	8 740	200	-
Capital Expenditure - Functional									
<i>Governance and administration</i>	2 406	620	1 384	1 356	1 387	1 387	6 002	200	-
Executive and council	55	74	19	-	-	-	500	-	-
Finance and administration	2 351	546	1 361	1 356	1 387	1 387	5 502	200	-
Internal audit	-	-	4	-	-	-	-	-	-
<i>Community and public safety</i>	1 867	4	1 897	2 016	616	616	2 478	-	-
Community and social services	1 867	4	1 897	2 016	616	616	2 478	-	-
Sport and recreation	-	-	-	-	-	-	-	-	-
Public safety	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-
Health	-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>	3 051	3 241	5 898	153	153	153	261	-	-
Planning and development	3 051	3 241	5 853	105	105	105	11	-	-
Road transport	-	-	-	-	-	-	-	-	-
Environmental protection	-	-	45	49	49	49	250	-	-
<i>Trading services</i>	-	-	-	-	-	-	-	-	-
Energy sources	-	-	-	-	-	-	-	-	-
Water management	-	-	-	-	-	-	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-
Waste management	-	-	-	-	-	-	-	-	-
Other	-	-	16	-	-	-	-	-	-
Total Capital Expenditure - Functional	7 325	3 865	9 195	3 525	2 156	2 156	8 740	200	-
Funded by:									
National Government	-	-	-	70	70	70	-	-	-
Provincial Government	-	-	-	-	-	-	-	-	-
District Municipality	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	-	-	-	70	70	70	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-
Internally generated funds	7 325	3 865	9 195	3 455	2 086	2 086	8 740	200	-
Total Capital Funding	7 325	3 865	9 195	3 525	2 156	2 156	8 740	200	-

DC9 Frances Baard - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand									
<u>Capital expenditure - Municipal Vote</u>									
<u>Single-year expenditure appropriation</u>									
Vote 01 - Executive & Council	-	29	19	-	-	-	-	-	-
01.1 - Council & Executive Administration		29	19	-	-	-	-	-	-
Vote 02 - Office Of The Municipal Manager	55	45	9	8	8	8	500	-	-
02.1 - Office Of The Municipal Manager	31	-	-	-	-	-	-	-	-
02.2 - Committee & Administration Services	2	3	-	-	-	-	-	-	-
02.3 - Internal Audit		-	4	-	-	-	-	-	-
02.4 - Communications	22	10	5	8	8	8	-	-	-
02.5 - Legal And Compliance		-	-	-	-	-	-	-	-
02.6 - Political Office Administration		30	-	-	-	-	500	-	-
02.7 - Youth Unit		-	-	-	-	-	-	-	-
02.8 - Risk Unit		2	-	-	-	-	-	-	-
Vote 03 - Budget & Treasury Office	1 862	205	15	4	4	4	3 000	-	-
03.1 - Finance Directorate		-	-	4	4	4	-	-	-
03.2 - Revenue & Expenditure	7	50	-	-	-	-	-	-	-
03.3 - Budget And Treasury Office		151	4	-	-	-	3 000	-	-
03.4 - Supply Chain Management		3	11	-	-	-	-	-	-
03.5 - Council Motor Vehicle Pool	1 855	-	-	-	-	-	-	-	-
Vote 04 - Administration	2 356	346	3 283	3 408	2 040	2 040	5 230	200	-
04.1 - Administration Directorate		-	-	-	-	-	-	-	-
04.2 - Information Systems	405	305	790	1 120	1 155	1 155	1 200	200	-
04.3 - Human Resource Management	57	-	-	55	55	55	12	-	-
04.4 - Office Support Services	18	34	551	169	165	165	1 290	-	-
04.5 - Environmental Protection	8	2	45	49	49	49	250	-	-
04.6 - Fire Fighting & Disaster Management	1 867	4	1 897	2 016	616	616	2 478	-	-
Vote 05 - Planning & Development	56	3	17	14	14	14	-	-	-
05.1 - Planning & Development Directorate		-	1	-	-	-	-	-	-
05.2 - Planning Unit - Pms Management	4	-	-	-	-	-	-	-	-
05.3 - Local Economic Development	3	-	-	-	-	-	-	-	-
05.4 - Planning Unit - Gis	10	3	-	-	-	-	-	-	-
05.5 - Planning Unit - Spacial Planning	39	-	-	14	14	14	-	-	-
05.6 - Tourism		-	16	-	-	-	-	-	-
05.7 - Planning Unit - Idp	-	-	-	-	-	-	-	-	-
Vote 06 - Infrastructure Services	2 995	3 238	5 852	91	91	91	11	-	-
06.1 - Infrastructure Service Directorate		3 238	5 852	-	-	-	11	-	-
06.2 - Project Management & Advisory Service	2 995	-	-	70	70	70	-	-	-
06.3 - Infrastructure Service - Roads Maint		-	-	21	21	21	-	-	-
06.4 - Housing Administration		-	-	-	-	-	-	-	-
Vote 07 -	-	-	-	-	-	-	-	-	-
Vote 08 -	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	7 325	3 865	9 195	3 525	2 156	2 156	8 740	200	-
Total Capital Expenditure	7 325	3 865	9 195	3 525	2 156	2 156	8 740	200	-

DC9 Frances Baard - Table A6 Budgeted Financial Position

Description	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand									
ASSETS									
Current assets									
Cash	4 601	71	5 066	(321)	(4 255)	(4 255)	(3 991)	(6 367)	(6 411)
Call investment deposits	55 951	57 051	73 201	49 100	78 201	78 201	66 201	66 201	66 201
Consumer debtors	–	–	1 875	3 996	1 879	1 879	12	12	12
Other debtors	5 140	5 550	13 921	4	14 095	14 095	11 569	16 038	15 838
Current portion of long-term receivables	819	819	868	830	868	868	868	868	868
Inventory	338	342	363	350	426	426	431	436	441
Total current assets	66 849	63 833	95 294	53 959	91 213	91 213	75 090	77 188	76 949
Non current assets									
Long-term receivables	8 114	7 560	7 593	7 653	7 593	7 593	7 593	7 593	7 593
Investments									
Investment property			(14)	–	572	572	572	572	572
Investment in Associate									
Property, plant and equipment	49 311	49 516	55 594	56 070	55 603	55 603	58 178	53 838	50 507
Biological									
Intangible	597	580	413	580	312	312	3 223	3 151	3 093
Other non-current assets	631	631	631	631	631	631	631	631	631
Total non current assets	58 654	58 288	64 217	64 934	64 711	64 711	70 197	65 785	62 397
TOTAL ASSETS	125 502	122 120	159 510	118 893	155 924	155 924	145 287	142 973	139 346
LIABILITIES									
Current liabilities									
Bank overdraft									
Borrowing	–	–	–	–	–	–	–	–	–
Consumer deposits	1	1	0	5	0	0	0	0	0
Trade and other payables	13 716	6 773	16 846	4 836	21 380	21 380	17 015	21 726	21 566
Provisions	11 287	10 946	11 258	10 300	11 919	11 919	12 529	13 221	13 917
Total current liabilities	25 003	17 719	28 104	15 141	33 299	33 299	29 544	34 948	35 483
Non current liabilities									
Borrowing	–	–	–	–	–	–	–	–	–
Provisions	32 072	28 490	31 004	35 000	33 654	33 654	36 674	39 800	42 927
Total non current liabilities	32 072	28 490	31 004	35 000	33 654	33 654	36 674	39 800	42 927
TOTAL LIABILITIES	57 075	46 209	59 108	50 140	66 953	66 953	66 218	74 748	78 410
NET ASSETS	68 428	75 912	100 403	68 753	88 971	88 971	79 069	68 225	60 936
COMMUNITY WEALTH/EQUITY									
Accumulated Surplus/(Deficit)	40 431	48 179	72 982	41 548	61 766	61 766	60 869	50 288	43 263
Reserves	27 996	27 732	27 468	27 205	27 205	27 205	18 200	17 936	17 672
TOTAL COMMUNITY WEALTH/EQUITY	68 428	75 912	100 451	68 753	88 971	88 971	79 069	68 225	60 936

DC9 Frances Baard - Table A7 Budgeted Cash Flows

Description	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand									
CASH FLOW FROM OPERATING ACTIVITIES									
Receipts									
Property rates				-			-	-	-
Service charges				-			-	-	-
Other revenue	5 268	681	1 736	903	903	903	1 400	1 412	1 446
Transfers and Subsidies - Operational	111 411	117 434	125 599	128 692	127 914	127 914	130 702	132 292	135 892
Transfers and Subsidies - Capital				-	-	-	-	-	-
Interest	6 805	5 830	6 729	5 350	5 750	5 750	5 750	5 750	5 750
Dividends				-	-	-	-	-	-
Payments									
Suppliers and employees	(76 028)	(121 542)	(103 438)	(117 619)	(104 557)	(104 557)	(144 885)	(128 985)	(130 002)
Finance charges	(674)	(451)	(204)	-	-	-	-	-	-
Transfers and Grants	(52 123)		-	(20 411)	(28 769)	(28 769)	(13 443)	(13 044)	(13 129)
NET CASH FROM/(USED) OPERATING ACTIVITIES	(5 341)	1 952	30 422	(3 085)	1 242	1 242	(20 476)	(2 575)	(43)
CASH FLOWS FROM INVESTING ACTIVITIES									
Receipts									
Proceeds on disposal of PPE	(28)	137	0				-	-	-
Decrease (increase) in non-current receivables	406	554	(82)				-	-	-
Decrease (increase) in non-current investments	(4 900)	4 400	(650)				-	-	-
Payments									
Capital assets	(7 325)	(3 865)	(9 195)	(3 525)	(2 156)	(2 156)	8 740	200	-
NET CASH FROM/(USED) INVESTING ACTIVITIES	(11 847)	1 226	(9 927)	(3 525)	(2 156)	(2 156)	8 740	200	-
CASH FLOWS FROM FINANCING ACTIVITIES									
Receipts									
Short term loans							-	-	-
Borrowing long term/refinancing							-	-	-
Increase (decrease) in consumer deposits	-	-	(0)	-	-	-	(0)	(0)	(0)
Payments									
Repayment of borrowing	(1 985)	(2 208)	-	-	-	-	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES	(1 985)	(2 208)	(0)	-	-	-	(0)	(0)	(0)
NET INCREASE/ (DECREASE) IN CASH HELD	(19 173)	970	20 495	(6 609)	(915)	(915)	(11 736)	(2 376)	(44)
Cash/cash equivalents at the year begin:	69 275	50 102	51 072	55 388	78 264	71 567	73 946	62 210	59 834
Cash/cash equivalents at the year end:	50 102	51 072	71 567	48 779	77 349	70 653	62 210	59 834	59 790

DC9 Frances Baard - Table A8 Cash backed reserves/accumulated surplus reconciliation

Description	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand									
<u>Cash and investments available</u>									
Cash/cash equivalents at the year end	50 102	51 072	71 567	48 779	77 349	70 653	62 210	59 834	59 790
Other current investments > 90 days	10 450	6 050	6 700	(0)	(3 403)	3 293	-	-	-
Non current assets - Investments	-	-	-	-	-	-	-	-	-
Cash and investments available:	60 552	57 122	78 267	48 779	73 946	73 946	62 210	59 834	59 790
<u>Application of cash and investments</u>									
Unspent conditional transfers	-	-	92	-	-	-	-	-	-
Unspent borrowing	-	-	-	-	-	-	-	-	-
Statutory requirements									
Other working capital requirements	(46 969)	(156)	(36 770)	(551)	(856)	(856)	(9 056)	(13 431)	(13 136)
Other provisions									
Long term investments committed	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	7 957	7 957	27 468	27 205	27 205	27 205	18 200	17 936	17 672
Total Application of cash and investments:	(39 012)	7 801	(9 209)	26 654	26 349	26 349	9 144	4 505	4 536
Surplus(shortfall)	99 564	49 321	87 476	22 125	47 597	47 597	53 066	55 329	55 255

DC9 Frances Baard - Table A9 Asset Management

Description	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand									
CAPITAL EXPENDITURE									
<u>Total New Assets</u>	6 463	3 580	455	2 390	990	990	4 109	200	-
Community Facilities	104	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-
Community Assets	104	-	-	-	-	-	-	-	-
Operational Buildings	2 895	3 229	-	2 000	600	600	2 365	-	-
Intangible Assets	-	149	-	-	-	-	-	-	-
Computer Equipment	8	53	-	200	200	200	1 110	200	-
Furniture and Office Equipment	72	65	455	15	15	15	509	-	-
Machinery and Equipment	170	85	-	175	175	175	125	-	-
Transport Assets	3 214	-	-	-	-	-	-	-	-
<u>Total Renewal of Existing Assets</u>	862	285	-	-	-	-	3 060	-	-
Intangible Assets	-	-	-	-	-	-	3 000	-	-
Computer Equipment	350	216	-	-	-	-	-	-	-
Furniture and Office Equipment	-	43	-	-	-	-	-	-	-
Machinery and Equipment	512	26	-	-	-	-	60	-	-
<u>Total Upgrading of Existing Assets</u>	-	-	8 740	1 135	1 167	1 167	1 572	-	-
Operational Buildings	-	-	5 394	55	55	55	1 000	-	-
Other Assets	-	-	5 394	55	55	55	1 000	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-
Computer Equipment	-	-	636	680	695	695	30	-	-
Furniture and Office Equipment	-	-	801	323	321	321	49	-	-
Machinery and Equipment	-	-	129	77	96	96	493	-	-
Transport Assets	-	-	1 780	-	-	-	-	-	-
<u>Total Capital Expenditure</u>	7 325	3 865	9 195	3 525	2 156	2 156	8 740	200	-
Information and Communication Infrastructure	-	-	-	-	-	-	-	-	-
Community Facilities	104	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-
Community Assets	104	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
Other Assets	2 895	3 229	5 394	2 055	655	655	3 365	-	-
Intangible Assets	-	149	-	-	-	-	3 000	-	-
Computer Equipment	358	269	636	880	895	895	1 140	200	-
Furniture and Office Equipment	72	107	1 256	339	336	336	558	-	-
Machinery and Equipment	682	111	129	251	270	270	678	-	-
Transport Assets	3 214	-	1 780	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class	7 325	3 865	9 195	3 525	2 156	2 156	8 740	200	-
ASSET REGISTER SUMMARY - PPE (WDV)	50 670	50 601	41 896	42 647	42 390	42 390	47 877	43 464	40 076
Infrastructure	-	-	-	-	-	-	-	-	-
Community Assets	-	-	(57)	29 963	(4 106)	(4 106)	(5 338)	(5 545)	(6 731)
Heritage Assets	-	-	631	631	631	631	631	631	631
Investment properties	631	631	(14)	-	572	572	572	572	572
Other Assets	49 442	49 390	26 856	2 055	28 279	28 279	31 644	30 656	30 656
Intangible Assets	597	580	413	580	312	312	3 223	3 151	3 093
Computer Equipment	-	-	1 468	1 698	1 698	1 698	2 374	1 975	1 551
Furniture and Office Equipment	-	-	1 515	2 442	1 490	1 490	1 787	1 347	1 120
Machinery and Equipment	-	-	4 646	1 224	4 606	4 606	4 934	4 233	3 950
Transport Assets	-	-	2 263	4 044	794	794	(65)	(1 670)	(2 880)
Land	-	-	4 175	9	8 114	8 114	8 114	8 114	8 114
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	50 670	50 601	41 896	42 647	42 390	42 390	47 877	43 464	40 076
EXPENDITURE OTHER ITEMS	7 862	6 948	6 693	10 849	11 035	11 035	12 477	12 125	11 103
<u>Depreciation</u>	3 927	3 877	3 105	3 629	3 629	3 629	3 706	4 566	3 339
<u>Repairs and Maintenance by Asset Class</u>	3 936	3 071	3 588	7 220	7 406	7 406	8 771	7 560	7 764
Information and Communication Infrastructure	-	-	53	50	85	85	90	25	25
Infrastructure	-	-	53	50	85	85	90	25	25
Operational Buildings	334	330	564	3 150	3 177	3 177	3 130	3 298	3 478
Other Assets	334	330	564	3 150	3 177	3 177	3 130	3 298	3 478
Licences and Rights	2 330	1 940	2 086	2 725	2 825	2 825	4 400	2 980	2 931
Intangible Assets	2 330	1 940	2 086	2 725	2 825	2 825	4 400	2 980	2 931
Computer Equipment	123	56	6	20	20	20	20	21	22
Furniture and Office Equipment	442	423	400	554	559	559	549	614	648
Machinery and Equipment	239	274	253	377	395	395	356	373	387
Transport Assets	468	48	224	345	345	345	225	249	273
TOTAL EXPENDITURE OTHER ITEMS	7 862	6 948	6 693	10 849	11 035	11 035	12 477	12 125	11 103
<i>Renewal and upgrading of Existing Assets as % of total capex</i>	11,8%	7,4%	95,1%	32,2%	54,1%	54,1%	53,0%	0,0%	0,0%
<i>Renewal and upgrading of Existing Assets as % of deprecn</i>	22,0%	7,3%	281,5%	31,3%	32,1%	32,1%	125,0%	0,0%	0,0%
<i>R&M as a % of PPE</i>	8,0%	6,2%	6,5%	12,9%	13,3%	13,3%	15,1%	14,0%	15,4%
<i>Renewal and upgrading and R&M as a % of PPE</i>	9,0%	7,0%	29,0%	20,0%	20,0%	20,0%	28,0%	17,0%	19,0%

DC9 Frances Baard - Table A10 Basic service delivery measurement

Description	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Household service targets									
<u>Water:</u>									
Piped water inside dwelling	-	-	-	-	-	-	-	-	-
Piped water inside yard (but not in dwelling)	-	-	-	-	-	-	-	-	-
Using public tap (at least min.service level)	-	-	-	-	-	-	-	-	-
Other water supply (at least min.service level)	-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>	-	-	-	-	-	-	-	-	-
Using public tap (< min.service level)	-	-	-	-	-	-	-	-	-
Other water supply (< min.service level)	-	-	-	-	-	-	-	-	-
No water supply	-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>	-	-	-	-	-	-	-	-	-
Total number of households	-	-	-	-	-	-	-	-	-
<u>Sanitation/sewerage:</u>									
Flush toilet (connected to sewerage)	-	-	-	-	-	-	-	-	-
Flush toilet (with septic tank)	-	-	-	-	-	-	-	-	-
Chemical toilet	-	-	-	-	-	-	-	-	-
Pit toilet (ventilated)	-	-	-	-	-	-	-	-	-
Other toilet provisions (> min.service level)	-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>	-	-	-	-	-	-	-	-	-
Bucket toilet	-	-	-	-	-	-	-	-	-
Other toilet provisions (< min.service level)	-	-	-	-	-	-	-	-	-
No toilet provisions	-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>	-	-	-	-	-	-	-	-	-
Total number of households	-	-	-	-	-	-	-	-	-
<u>Energy:</u>									
Electricity (at least min.service level)	-	-	-	-	-	-	-	-	-
Electricity - prepaid (min.service level)	-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>	-	-	-	-	-	-	-	-	-
Electricity (< min.service level)	-	-	-	-	-	-	-	-	-
Electricity - prepaid (< min. service level)	-	-	-	-	-	-	-	-	-
Other energy sources	-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>	-	-	-	-	-	-	-	-	-
Total number of households	-	-	-	-	-	-	-	-	-
<u>Refuse:</u>									
Removed at least once a week	-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>	-	-	-	-	-	-	-	-	-
Removed less frequently than once a week	-	-	-	-	-	-	-	-	-
Using communal refuse dump	-	-	-	-	-	-	-	-	-
Using own refuse dump	-	-	-	-	-	-	-	-	-
Other rubbish disposal	-	-	-	-	-	-	-	-	-
No rubbish disposal	-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>	-	-	-	-	-	-	-	-	-
Total number of households	-	-	-	-	-	-	-	-	-
Households receiving Free Basic Service									
Water (6 kilolitres per household per month)	-	-	-	-	-	-	-	-	-
Sanitation (free minimum level service)	-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per household per month)	-	-	-	-	-	-	-	-	-
Refuse (removed at least once a week)	-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Formal Settlements (R'000)									
Water (6 kilolitres per indigent household per month)	-	-	-	-	-	-	-	-	-
Sanitation (free sanitation service to indigent households)	-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per indigent household per month)	-	-	-	-	-	-	-	-	-
Refuse (removed once a week for indigent households)	-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)									
Total cost of FBS provided	-	-	-	-	-	-	-	-	-
Highest level of free service provided per household									
Property rates (R value threshold)									
Water (kilolitres per household per month)									
Sanitation (kilolitres per household per month)									
Sanitation (Rand per household per month)									
Electricity (kwh per household per month)									
Refuse (average litres per week)									
Revenue cost of subsidised services provided (R'000)									
Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)									
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA	-	-	-	-	-	-	-	-	-
Water (in excess of 6 kilolitres per indigent household per month)	-	-	-	-	-	-	-	-	-
Sanitation (in excess of free sanitation service to indigent households)	-	-	-	-	-	-	-	-	-
Electricity/other energy (in excess of 50 kwh per indigent household per month)	-	-	-	-	-	-	-	-	-
Refuse (in excess of one removal a week for indigent households)	-	-	-	-	-	-	-	-	-
Municipal Housing - rental rebates									
Housing - top structure subsidies									
Other									
Total revenue cost of subsidised services provided	-	-	-	-	-	-	-	-	-

***OTHER RELATED SUPPORTING
DOCUMENTATION***

DC9 Frances Baard - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'

Description	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand									
REVENUE ITEMS:									
<u>Other Revenue by source</u>									
Fuel Levy									
Other Revenue	141	286	75	800	800	800	400	400	400
Total 'Other' Revenue	141	286	75	800	800	800	400	400	400
EXPENDITURE ITEMS:									
<u>Employee related costs</u>									
Basic Salaries and Wages	38 325	44 030	41 074	50 218	44 816	44 816	53 946	57 539	57 539
Pension and UIF Contributions	5 589	5 853	5 352	6 239	5 913	5 913	7 261	7 791	7 814
Medical Aid Contributions	1 699	1 810	2 406	2 812	2 858	2 858	2 396	4 757	4 757
Overtime	131	196	138	116	116	116	154	192	192
Performance Bonus	3 319	4	3 063	3 679	3 577	3 577	4 108	4 403	4 409
Motor Vehicle Allowance	3 820	3 652	3 204	3 836	3 836	3 836	3 530	3 530	3 530
Cellphone Allowance	191	205	268	312	323	323	314	314	314
Housing Allowances	355	371	431	423	464	464	424	465	465
Other benefits and allowances	818	476	530	2 645	2 236	2 236	2 950	2 681	2 695
Payments in lieu of leave	1 253	736	1 382	1 112	1 147	1 147	1 210	1 292	1 296
Long service awards	119	280	(16)	302	302	302	355	363	363
Post-retirement benefit obligations	3 869	305	3 818	4 482	4 482	4 482	4 016	4 072	4 075
<i>sub-total</i>	59 488	57 917	61 650	76 174	70 068	70 068	80 665	87 400	87 450
<i>Less: Employees costs capitalised to PPE</i>									
Total Employee related costs	59 488	57 917	61 650	76 174	70 068	70 068	80 665	87 400	87 450
<u>Depreciation & asset impairment</u>									
Depreciation of Property, Plant & Equipment	3 927	3 877	2 938	3 528	3 528	3 528	3 617	4 493	3 282
Lease amortisation	-	-	167	101	101	101	89	72	57
Capital asset impairment	-	-	-	-	-	-	-	-	-
Total Depreciation & asset impairment	3 927	3 877	3 105	3 629	3 629	3 629	3 706	4 566	3 339
<u>Bulk purchases</u>									
Electricity Bulk Purchases									
Water Bulk Purchases									
Total bulk purchases	-	-	-	-	-	-	-	-	-
<u>Transfers and grants</u>									
Cash transfers and grants	2 684	2 307	250	1 628	1 493	1 493	2 343	2 444	2 529
Non-cash transfers and grants	35 980	22 488	7 056	18 783	23 983	23 983	11 101	10 600	10 600
Total transfers and grants	38 664	24 796	7 306	20 411	25 476	25 476	13 443	13 044	13 129
<u>Contracted services</u>									
Outsourced Services	9 629	12 504	5 222	6 663	6 340	6 340	7 274	5 870	5 921
Consultants and Professional Services	-	-	10 275	7 593	7 255	7 255	8 712	5 978	6 201
Contractors	-	-	2 614	9 836	9 074	9 074	7 170	5 912	5 782
Total contracted services	9 629	12 504	18 111	24 092	22 670	22 670	23 156	17 760	17 905
<u>Other Expenditure By Type</u>									
Collection costs									
Contributions to 'other' provisions									
Audit fees	1 929	1 929	2 009	2 400	2 400	2 400	2 600	2 800	3 000
Other Expenditure	11 510	7 804	8 312	13 279	13 631	13 631	13 058	13 569	13 909
Total 'Other' Expenditure	13 439	9 733	10 321	15 679	16 031	16 031	15 658	16 369	16 909
by Expenditure Item									
Employee related costs									
Other materials	-	-	4	5	5	5	5	5	5
Contracted Services	3 936	3 071	3 573	7 193	7 401	7 401	8 766	7 554	7 759
Other Expenditure	-	-	11	23	-	-	-	-	-
Total Repairs and Maintenance Expenditure	3 936	3 071	3 588	7 220	7 406	7 406	8 771	7 560	7 764

DC9 Frances Baard - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.)

Description	Ref	Vote 01 - Executive & Council	Vote 02 - Office Of The Municipal Manager	Vote 03 - Budget & Treasury Office	Vote 04 - Administration	Vote 05 - Planning & Development	Vote 06 - Infrastructure Services	Vote 07 -	Total
R thousand	1								
Revenue By Source									
Property rates		-	-	-	-	-	-	-	-
Service charges - electricity revenue		-	-	-	-	-	-	-	-
Service charges - water revenue		-	-	-	-	-	-	-	-
Service charges - sanitation revenue		-	-	-	-	-	-	-	-
Service charges - refuse revenue		-	-	-	-	-	-	-	-
Rental of facilities and equipment		-	-	103	-	-	897	-	1 000
Interest earned - external investments		-	-	5 750	-	-	-	-	5 750
Interest earned - outstanding debtors		-	-	-	-	-	-	-	-
Dividends received		-	-	-	-	-	-	-	-
Fines, penalties and forfeits		-	-	-	-	-	-	-	-
Licences and permits		-	-	-	-	-	-	-	-
Agency services		-	-	-	-	-	-	-	-
Other revenue		-	-	400	-	-	-	-	400
Transfers and subsidies		-	-	125 399	259	1 500	3 544	-	130 702
Gains		-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contribution)		-	-	131 652	259	1 500	4 441	-	137 852
Expenditure By Type									
Employee related costs		1 116	15 022	16 655	25 264	12 192	10 416	-	80 665
Remuneration of councillors		8 756	-	-	-	-	-	-	8 756
Debt impairment		50	-	-	-	-	-	-	50
Depreciation & asset impairment		37	54	1 080	2 389	48	98	-	3 706
Finance charges		-	-	-	-	-	-	-	-
Bulk purchases		-	-	-	-	-	-	-	-
Other materials		28	481	453	329	110	218	-	1 619
Contracted services		316	1 260	1 525	7 961	8 499	3 594	-	23 156
Transfers and subsidies		-	-	-	3 013	431	10 000	-	13 443
Other expenditure		2 343	1 419	3 572	6 529	1 310	486	-	15 658
Losses		-	-	300	-	-	-	-	300
Total Expenditure		12 646	18 236	23 584	45 485	22 590	24 812	-	147 354
Surplus/(Deficit)		(12 646)	(18 236)	108 068	(45 226)	(21 090)	(20 371)	-	(9 501)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)							-		-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)									-
Transfers and subsidies - capital (in-kind - all)									-
Surplus/(Deficit) after capital transfers & contributions		(12 646)	(18 236)	108 068	(45 226)	(21 090)	(20 371)	-	(9 501)

DC9 Frances Baard - Supporting Table SA3 Supporting detail to 'Budgeted Financial Position'

Description	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand									
ASSETS									
<u>Consumer debtors</u>									
Consumer debtors	-	-	1 963	3 996	1 970	1 970	12	12	12
Less: Provision for debt impairment	-	-	(88)	-	(91)	(91)	-	-	-
Total Consumer debtors	-	-	1 875	3 996	1 879	1 879	12	12	12
<u>Debt impairment provision</u>									
Balance at the beginning of the year	-	-	(88)	-	(88)	(88)	(91)	-	-
Contributions to the provision	-	-	-	-	(3)	(3)	91	-	-
Bad debts written off	-	-	-	-	-	-	-	-	-
Balance at end of year	-	-	(88)	-	(91)	(91)	-	-	-
<u>Property, plant and equipment (PPE)</u>									
PPE at cost/valuation (excl. finance leases)	49 311	49 516	96 671	84 752	105 131	105 131	110 872	111 025	110 975
Leases recognised as PPE	-	-	-	-	-	-	-	-	-
Less: Accumulated depreciation	-	-	41 077	28 682	49 529	49 529	52 694	57 186	60 468
Total Property, plant and equipment (PPE)	49 311	49 516	55 594	56 070	55 603	55 603	58 178	53 838	50 507
LIABILITIES									
<u>Current liabilities - Borrowing</u>									
Short term loans (other than bank overdraft)	-	-	-	-	-	-	-	-	-
Current portion of long-term liabilities	-	-	-	-	-	-	-	-	-
Total Current liabilities - Borrowing	-	-	-	-	-	-	-	-	-
<u>Trade and other payables</u>									
Trade Payables	13 716	6 773	6 783	4 836	10 036	10 036	10 118	10 212	10 307
Other creditors	-	-	-	-	-	-	-	-	-
Unspent conditional transfers	-	-	92	-	-	-	-	-	-
VAT	-	-	9 970	-	11 344	11 344	6 897	11 514	11 260
Total Trade and other payables	13 716	6 773	16 846	4 836	21 380	21 380	17 015	21 726	21 566
<u>Non current liabilities - Borrowing</u>									
Borrowing	-	-	-	-	-	-	-	-	-
Finance leases (including PPP asset element)	-	-	-	-	-	-	-	-	-
Total Non current liabilities - Borrowing	-	-	-	-	-	-	-	-	-
<u>Provisions - non-current</u>									
Retirement benefits	32 072	28 490	28 877	32 443	31 177	31 177	33 977	36 777	39 577
Refuse landfill site rehabilitation	-	-	-	-	-	-	-	-	-
Other	-	-	2 127	2 557	2 477	2 477	2 697	3 023	3 350
Total Provisions - non-current	32 072	28 490	31 004	35 000	33 654	33 654	36 674	39 800	42 927
CHANGES IN NET ASSETS									
<u>Accumulated Surplus/(Deficit)</u>									
Accumulated Surplus/(Deficit) - opening balance	55 608	40 515	48 053	54 310	73 085	73 085	61 766	60 869	50 288
GRAP adjustments	-	-	-	-	-	-	-	-	-
Restated balance	55 608	40 515	48 053	54 310	73 085	73 085	61 766	60 869	50 288
Surplus/(Deficit)	(15 441)	7 400	24 665	(13 026)	(11 583)	(11 583)	(9 501)	(10 845)	(7 289)
Transfers to/from Reserves	-	-	-	-	-	-	8 740	-	-
Depreciation offsets	264	264	264	264	264	264	264	264	264
Other adjustments	-	-	-	-	-	-	(400)	-	-
Accumulated Surplus/(Deficit)	40 431	48 179	72 982	41 548	61 766	61 766	60 869	50 288	43 263
<u>Reserves</u>									
Housing Development Fund	-	-	-	-	-	-	-	-	-
Capital replacement	7 957	7 957	7 957	7 957	7 957	7 957	(783)	(783)	(783)
Self-insurance	-	-	-	-	-	-	-	-	-
Other reserves	-	-	-	-	-	-	-	-	-
Revaluation	20 039	19 775	19 511	19 247	19 247	19 247	18 983	18 720	18 456
Total Reserves	27 996	27 732	27 468	27 205	27 205	27 205	18 200	17 936	17 672
TOTAL COMMUNITY WEALTH/EQUITY	68 428	75 912	100 451	68 753	88 971	88 971	79 069	68 225	60 936

DC9 Frances Baard - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	Goal Code	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand											
GOOD GOVERNANCE AND PUBLIC PARTICIPATION			1 015	345	389	246	246	246	259	273	273
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT			104 666	111 605	126 698	129 959	130 359	130 359	131 652	135 590	139 035
LOCAL ECONOMIC DEVELOPMENT			16 287	12 867	5 810	4 990	4 990	4 990	4 441	3 591	3 781
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION			–	–	478	1 050	22	22	1 500	–	–
Allocations to other priorities											
Total Revenue (excluding capital transfers and contributions)			121 968	124 818	133 374	136 245	135 617	135 617	137 852	139 454	143 088

DC9 Frances Baard - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	Goal Code	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand											
GOOD GOVERNANCE AND PUBLIC PARTICIPATION			23 499	26 631	29 036	42 522	40 186	40 186	45 485	47 931	47 122
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT			17 445	15 678	20 319	23 806	22 932	22 932	23 584	24 938	25 255
LOCAL ECONOMIC DEVELOPMENT			16 370	12 617	20 129	32 400	36 090	36 090	24 812	25 645	25 926
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION			80 096	62 491	39 274	50 543	47 992	47 992	53 473	51 785	52 074
Allocations to other priorities											
Total Expenditure			137 409	117 418	108 757	149 271	147 200	147 200	147 354	150 299	150 377

DC9 Frances Baard - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	Goal Code	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23	
R thousand													
GOOD GOVERNANCE AND PUBLIC PARTICIPATION				55	45	3 283	3 408	2 040	2 040	5 230	200	-	
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT				1 862	0	15	4	4	4	3 000	-	-	
LOCAL ECONOMIC DEVELOPMENT				43	202	5 852	91	91	91	11	-	-	
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION				5 365	3 619	45	22	22	22	500	-	-	
Allocations to other priorities				3									
Total Capital Expenditure				1	7 325	3 865	9 195	3 525	2 156	2 156	8 740	200	-

DC9 Frances Baard - Supporting Table SA7 Measureable performance objectives

Description	Unit of measurement	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23

1. Include a measurable performance objective for each revenue source (within a relevant function) and each vote (MFMA s17(3)(b))
2. Include all Basic Services performance targets from 'Basic Service Delivery' to ensure Table SA7 represents all strategic responsibilities
3. Only include prior year comparative information for individual measures where relevant activity occurred in that year/s

DC9 Frances Baard - Entities measureable performance objectives

Description	Unit of measurement	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Entity 1 - (name of entity)										
Insert measure/s description										
Entity 2 - (name of entity)										
#REF!										
Entity 3 - (name of entity)										
#REF!										
And so on for the rest of the Entities										

DC9 Frances Baard - Supporting Table SA8 Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<u>Borrowing Management</u>										
Credit Rating										
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	1,9%	2,3%	0,2%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	33,4%	37,4%	2,7%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
<u>Safety of Capital</u>										
Gearing	Long Term Borrowing/ Funds & Reserves	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
<u>Liquidity</u>										
Current Ratio	Current assets/current liabilities	2,7	3,6	3,4	3,6	2,7	2,7	2,5	2,2	2,2
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	2,7	3,6	3,4	3,6	2,7	2,7	2,5	2,2	2,2
Liquidity Ratio	Monetary Assets/Current Liabilities	2,4	3,2	2,8	3,2	2,2	2,2	2,1	1,7	1,7
<u>Revenue Management</u>										
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	11,5%	11,2%	18,2%	9,2%	18,0%	18,0%	14,5%	17,6%	17,0%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old									
<u>Creditors Management</u>										
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA' s 65(e))									
Creditors to Cash and Investments		27,4%	13,3%	9,5%	9,9%	13,0%	14,2%	16,3%	17,1%	17,2%
<u>Other Indicators</u>										
	Total Volume Losses (kW)									
	Total Cost of Losses (Rand '000)									
Electricity Distribution Losses (2)	% Volume (units purchased and generated less units sold)/units purchased and generated									
	Total Volume Losses (kW)									
	Total Cost of Losses (Rand '000)									
Water Distribution Losses (2)	% Volume (units purchased and generated less units sold)/units purchased and generated									
Employee costs	Employee costs/(Total Revenue - capital revenue)	48,8%	46,4%	46,2%	55,9%	51,7%	51,7%	58,5%	62,7%	61,1%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	53,7%	51,7%	51,2%	61,3%	57,1%	57,1%	64,9%	69,2%	67,8%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	3,2%	2,5%	2,7%	5,3%	5,5%	5,5%	6,4%	5,4%	5,4%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	3,8%	3,5%	2,5%	2,7%	2,7%	2,7%	2,7%	3,3%	2,3%
<u>IDP regulation financial viability indicators</u>										
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	1,0	1,1	1,4	1,3	1,3	1,3	1,2	1,2	1,3
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	590,1%	634,9%	1942,7%	418,9%	1460,7%	1460,7%	1244,8%	1671,6%	1597,9%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	7,2	7,5	9,4	5,0	8,5	7,8	6,1	5,8	5,7

DC9 Frances Baard - Supporting Table SA9 Social, economic and demographic statistics and assumptions

Description of economic indicator	Ref	Basis of calculation	2001 Census	2007 Survey	2011 Census	2016/17	2017/18	2018/19	Current Year 2019/20	2020/21 Medium Term Revenue & Expenditure Framework		
						Outcome	Outcome	Outcome	Original Budget	Outcome	Outcome	Outcome
<u>Demographics</u>												
Population												
Females aged 5 - 14												
Males aged 5 - 14												
Females aged 15 - 34												
Males aged 15 - 34												
Unemployment												
<u>Monthly household income (no. of households)</u>	1, 12											
No income												
R1 - R1 600												
R1 601 - R3 200												
R3 201 - R6 400												
R6 401 - R12 800												
R12 801 - R25 600												
R25 601 - R51 200												
R52 201 - R102 400												
R102 401 - R204 800												
R204 801 - R409 600												
R409 601 - R819 200												
> R819 200												

DC9 Frances Baard Supporting Table SA10 Funding measurement

Description	MFMA section	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Funding measures										
Cash/cash equivalents at the year end - R'000	18(1)b	50 102	51 072	71 567	48 779	77 349	70 653	62 210	59 834	59 790
Cash + investments at the yr end less applications - R'000	18(1)b	99 564	49 321	87 476	22 125	47 597	47 597	53 066	55 329	55 255
Cash year end/monthly employee/supplier payments	18(1)b	7.2	7.5	9.4	5.0	8.5	7.8	6.1	5.8	5.7
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	(15 177)	7 664	24 929	(12 762)	(11 319)	(11 319)	(9 237)	(10 581)	(7 025)
Service charge rev % change - macro CPIX target exclusive	18(1)a,(2)	N.A.	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	457.9%	52.8%	186.2%	46.2%	46.2%	46.2%	100.0%	100.0%	100.0%
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Capital payments % of capital expenditure	18(1)c:19	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	(100.0%)	(100.0%)	0.0%
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grants % of Govt. legislated/gazetted allocations	18(1)a							0.0%	0.0%	0.0%
Current consumer debtors % change - incr(decr)	18(1)a	N.A.	6.9%	161.6%	(71.0%)	248.7%	0.0%	(26.1%)	35.9%	(1.2%)
Long term receivables % change - incr(decr)	18(1)a	N.A.	(6.8%)	0.4%	0.8%	(0.8%)	0.0%	0.0%	0.0%	0.0%
R&M % of Property Plant & Equipment	20(1)(vi)	8.0%	6.2%	6.5%	12.9%	13.3%	13.3%	15.1%	14.0%	15.4%
Asset renewal % of capital budget	20(1)(vi)	11.8%	7.4%	0.0%	0.0%	0.0%	0.0%	35.0%	0.0%	0.0%
Supporting indicators										
% incr total service charges (incl prop rates)	18(1)a		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% incr Property Tax	18(1)a		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% incr Service charges - electricity revenue	18(1)a		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% incr Service charges - water revenue	18(1)a		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% incr Service charges - sanitation revenue	18(1)a		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% incr Service charges - refuse revenue	18(1)a		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% incr in	18(1)a		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Rental of facilities and equipment		1 010	1 003	858	1 153	1 153	1 153	1 000	1 012	1 046
Capital expenditure excluding capital grant funding		7 325	3 865	9 195	3 455	2 086	2 086	8 740	200	-
Cash receipts from ratepayers	18(1)a	5 268	681	1 736	903	903	903	1 400	1 412	1 446
Ratepayer & Other revenue	18(1)a	1 151	1 289	932	1 953	1 953	1 953	1 400	1 412	1 446
Change in consumer debtors (current and non-current)		2 673	(144)	10 328	(11 774)	178	178	7 559	4 469	(200)
Operating and Capital Grant Revenue	18(1)a	114 013	117 699	125 713	128 942	127 914	127 914	130 702	132 292	135 892
Capital expenditure - total	20(1)(vi)	7 325	3 865	9 195	3 525	2 156	2 156	8 740	200	-
Capital expenditure - renewal	20(1)(vi)	862	285	-	-	-	-	3 060	-	-
Supporting benchmarks										
Growth guideline maximum		6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
CPI guideline		4.3%	3.9%	4.6%	5.0%	5.0%	5.0%	5.4%	5.6%	5.4%
Trend										
Change in consumer debtors (current and non-current)		2 673	(144)	10 328	3 899	7 559	4 469	-	-	-
Total Operating Revenue		121 968	124 818	133 374	136 245	135 617	135 617	137 852	139 454	143 088
Total Operating Expenditure		137 409	117 418	108 709	149 271	147 200	147 200	147 354	150 299	150 377
Operating Performance Surplus/(Deficit)		(15 441)	7 400	24 665	(13 026)	(11 583)	(11 583)	(9 501)	(10 845)	(7 289)
Cash and Cash Equivalents (30 June 2012)								62 210		
Revenue										
% Increase in Total Operating Revenue			2.3%	6.9%	2.2%	(0.5%)	0.0%	1.6%	1.2%	2.6%
% Increase in Property Rates Revenue			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% Increase in Electricity Revenue			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% Increase in Property Rates & Services Charges			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Expenditure										
% Increase in Total Operating Expenditure			(14.5%)	(7.4%)	37.3%	(1.4%)	0.0%	0.1%	2.0%	0.1%
% Increase in Employee Costs			(2.6%)	6.4%	23.6%	(8.0%)	0.0%	15.1%	8.3%	0.1%
% Increase in Electricity Bulk Purchases			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Average Cost Per Budgeted Employee Position (Remuneration)				440357,7264	445464,8304			471726,7836		
Average Cost Per Councillor (Remuneration)				239275,6732	261122,1429			312710,7143		
R&M % of PPE		8.0%	6.2%	6.5%	12.9%	13.3%	13.3%	15.1%	14.0%	15.4%
Asset Renewal and R&M as a % of PPE		9.0%	7.0%	29.0%	20.0%	20.0%	20.0%	28.0%	17.0%	19.0%
Debt Impairment % of Total Billable Revenue		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Capital Revenue										
Internally Funded & Other (R'000)		7 325	3 865	9 195	3 455	2 086	2 086	8 740	200	-
Borrowing (R'000)		-	-	-	-	-	-	-	-	-
Grant Funding and Other (R'000)		-	-	-	70	70	70	-	-	-
Internally Generated funds % of Non Grant Funding		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%
Borrowing % of Non Grant Funding		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grant Funding % of Total Funding		0.0%	0.0%	0.0%	2.0%	3.2%	3.2%	0.0%	0.0%	0.0%
Capital Expenditure										
Total Capital Programme (R'000)		7 325	3 865	9 195	3 525	2 156	2 156	8 740	200	-
Asset Renewal		862	285	8 740	1 135	1 167	1 167	4 632	-	-
Asset Renewal % of Total Capital Expenditure		11.8%	7.4%	95.1%	32.2%	54.1%	54.1%	53.0%	0.0%	0.0%
Cash										
Cash Receipts % of Rate Payer & Other		457.9%	52.8%	186.2%	46.2%	46.2%	46.2%	100.0%	100.0%	100.0%
Cash Coverage Ratio		0	0	0	0	0	0	0	0	0
Borrowing										
Credit Rating (2009/10)								0		
Capital Charges to Operating		1.9%	2.3%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Borrowing Receipts % of Capital Expenditure		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Reserves										
Surplus/(Deficit)		99 564	49 321	87 476	22 125	47 597	47 597	53 066	55 329	55 255
Free Services										
Free Basic Services as a % of Equitable Share		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Free Services as a % of Operating Revenue (excl operational transfers)		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
High Level Outcome of Funding Compliance										
Total Operating Revenue		121 968	124 818	133 374	136 245	135 617	135 617	137 852	139 454	143 088
Total Operating Expenditure		137 409	117 418	108 709	149 271	147 200	147 200	147 354	150 299	150 377
Surplus/(Deficit) Budgeted Operating Statement		(15 441)	7 400	24 665	(13 026)	(11 583)	(11 583)	(9 501)	(10 845)	(7 289)
Surplus/(Deficit) Considering Reserves and Cash Backing		99 564	49 321	87 476	22 125	47 597	47 597	53 066	55 329	55 255
MTREF Funded (1) / Unfunded (0)		1	1	1	1	1	1	1	1	1
MTREF Funded ✓ / Unfunded ✗		✓	✓	✓	✓	✓	✓	✓	✓	✓

DC9 Frances Baard - Supporting Table SA11 Property rates summary

Description	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<u>Valuation:</u> Date of valuation: Financial year valuation used Municipal by-laws s6 in place? (Y/N) Municipal/assistant valuer appointed? (Y/N) Municipal partnership s38 used? (Y/N) No. of assistant valuers (FTE) No. of data collectors (FTE) No. of internal valuers (FTE) No. of external valuers (FTE) No. of additional valuers (FTE) Valuation appeal board established? (Y/N) Implementation time of new valuation roll (mths) No. of properties No. of sectional title values No. of unreasonably difficult properties s7(2) No. of supplementary valuations No. of valuation roll amendments No. of objections by rate payers No. of appeals by rate payers No. of successful objections No. of successful objections > 10% Supplementary valuation Public service infrastructure value (Rm) Municipality owned property value (Rm)									

DC9 Frances Baard - Supporting Table SA12a Property rates by category (current year)

Description	Resi.	Indust.	Bus. & Comm.	Farm props.	State-owned	Muni props.	Public service infra.	Private owned towns	Formal & Informal Settle.	Comm. Land	State trust land	Section 8(2)(n) (note 1)	Protect. Areas	National Monuments	Public benefit organs.	Mining Props.
<u>Current Year 2019/20</u>																
<u>Valuation:</u>																
No. of properties																
No. of sectional title property values																
No. of unreasonably difficult properties s7(2)																
No. of supplementary valuations																
Supplementary valuation (Rm)																
No. of valuation roll amendments																
No. of objections by rate-payers																
No. of appeals by rate-payers																
No. of appeals by rate-payers finalised																
No. of successful objections																
No. of successful objections > 10%																
Estimated no. of properties not valued																
Years since last valuation (select)																
Frequency of valuation (select)																
Method of valuation used (select)																
Base of valuation (select)																
Phasing-in properties s21 (number)																
Combination of rating types used? (Y/N)																
Fiat rate used? (Y/N)																
Is balance rated by uniform rate/variable rate?																

DC9 Frances Baard - Supporting Table SA12b Property rates by category (budget year)

Description	Resi.	Indust.	Bus. & Comm.	Farm props.	State-owned	Muni props.	Public service infra.	Private owned towns	Formal & Informal Settle.	Comm. Land	State trust land	Section 8(2)(n) (note 1)	Protect. Areas	National Monum/ls	Public benefit organs.	Mining Props.
<u>Budget Year 2020/21</u>																
<u>Valuation:</u>																
No. of properties																
No. of sectional title property values																
No. of unreasonably difficult properties s7(2)																
No. of supplementary valuations																
Supplementary valuation (Rm)																
No. of valuation roll amendments																
No. of objections by rate-payers																
No. of appeals by rate-payers																
No. of appeals by rate-payers finalised																
No. of successful objections																
No. of successful objections > 10%																
Estimated no. of properties not valued																
Years since last valuation (select)																
Frequency of valuation (select)																
Method of valuation used (select)																
Base of valuation (select)																
Phasing-in properties s21 (number)																
Combination of rating types used? (Y/N)																
Fiat rate used? (Y/N)																
Is balance rated by uniform rate/variable rate?																

DC9 Frances Baard - Supporting Table SA13a Service Tariffs by category

Description	Provide description of tariff structure where appropriate	2016/17	2017/18	2018/19	Current Year 2019/20	2020/21 Medium Term Revenue & Expenditure Framework		
						Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Property rates <i>(rate in the Rand)</i>								
Residential properties								
Residential properties - vacant land								
Formal/informal settlements								
Small holdings								
Farm properties - used								
Farm properties - not used								
Industrial properties								
Business and commercial properties								
Communal land - residential								
Communal land - small holdings								
Communal land - farm property								
Communal land - business and commercial								
Communal land - other								
State-owned properties								
Municipal properties								
Public service infrastructure								
Privately owned towns serviced by the owner								
State trust land								
Restitution and redistribution properties								
Protected areas								
National monuments properties								

DC9 Frances Baard - Supporting Table SA13b Service Tariffs by category - explanatory

Description	Provide description of tariff structure where appropriate	2016/17	2017/18	2018/19	Current Year 2019/20	2020/21 Medium Term Revenue & Expenditure Framework		
						Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<u>Exemptions, reductions and rebates (Rands)</u>	-	-	-	-	-	-	-	-
<i>[Insert lines as applicable]</i>								
<u>Water tariffs</u>	0	-	-	-	-	-	-	-
<i>[Insert blocks as applicable]</i>	(fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds)							

DC9 Frances Baard - Supporting Table SA14 Household bills

Description	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework			
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21 % incr.	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Rand/cent										
<u>Monthly Account for Household - 'Middle Income Range'</u>										
Rates and services charges:										
Property rates										
Electricity: Basic levy										
Electricity: Consumption										
Water: Basic levy										
Water: Consumption										
Sanitation										
Refuse removal										
Other										
sub-total	-	-	-	-	-	-	-	-	-	-
VAT on Services										
Total large household bill:	-	-	-	-	-	-	-	-	-	-
% increase/-decrease										
<u>Monthly Account for Household - 'Affordable Range'</u>										
Rates and services charges:										
Property rates										
Electricity: Basic levy										
Electricity: Consumption										
Water: Basic levy										
Water: Consumption										
Sanitation										
Refuse removal										
Other										
sub-total	-	-	-	-	-	-	-	-	-	-
VAT on Services										
Total small household bill:	-	-	-	-	-	-	-	-	-	-
% increase/-decrease										
<u>Monthly Account for Household - 'Indigent'</u>										
<u>Household receiving free basic services</u>										
Rates and services charges:										
Property rates										
Electricity: Basic levy										
Electricity: Consumption										
Water: Basic levy										
Water: Consumption										
Sanitation										
Refuse removal										
Other										
sub-total	-	-	-	-	-	-	-	-	-	-
VAT on Services										
Total small household bill:	-	-	-	-	-	-	-	-	-	-
% increase/-decrease										

DC9 Frances Baard - Supporting Table SA15 Investment particulars by type

Investment type	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand									
<u>Parent municipality</u>									
Securities - National Government									
Listed Corporate Bonds									
Deposits - Bank	55 951	57 051	73 201	49 100	78 201	78 201	66 201	66 201	66 201
Deposits - Public Investment Commissioners									
Deposits - Corporation for Public Deposits									
Bankers Acceptance Certificates									
Negotiable Certificates of Deposit - Banks									
Guaranteed Endowment Policies (sinking)									
Repurchase Agreements - Banks									
Municipal Bonds									
Municipality sub-total	55 951	57 051	73 201	49 100	78 201	78 201	66 201	66 201	66 201
<u>Entities</u>									
Securities - National Government									
Listed Corporate Bonds									
Deposits - Bank									
Deposits - Public Investment Commissioners									
Deposits - Corporation for Public Deposits									
Bankers Acceptance Certificates									
Negotiable Certificates of Deposit - Banks									
Guaranteed Endowment Policies (sinking)									
Repurchase Agreements - Banks									
Entities sub-total	-	-	-	-	-	-	-	-	-
Consolidated total:	55 951	57 051	73 201	49 100	78 201	78 201	66 201	66 201	66 201

DC9 Frances Baard - Supporting Table SA16 Investment particulars by maturity

Investments by Maturity	Ref	Period of Investment	Type of Investment	Capital Guarantee (Yes/ No)	Variable or Fixed interest rate	Interest Rate ▪	Commission Paid (Rands)	Commission Recipient	Expiry date of investment	Opening balance	Interest to be realised	Partial / Premature Withdrawal (4)	Investment Top Up	Closing Balance
Name of institution & investment ID	1	Yrs/Months												
Parent municipality														
Municipality sub-total										-		-	-	-
Entities														-
N/A														-
														-
														-
Entities sub-total										-		-	-	-
TOTAL INVESTMENTS AND INTEREST	1									-		-	-	-

DC9 Frances Baard - Supporting Table SA17 Borrowing

Borrowing - Categorised by type	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<u>Parent municipality</u>									
Annuity and Bullet Loans	-	-	-	-	-	-	-	-	-
Long-Term Loans (non-annuity)									
Local registered stock									
Instalment Credit									
Financial Leases									
PPP liabilities									
Finance Granted By Cap Equipment Supplier									
Marketable Bonds									
Non-Marketable Bonds									
Bankers Acceptances									
Financial derivatives									
Other Securities									
Municipality sub-total	-	-	-	-	-	-	-	-	-
<u>Entities</u>									
Annuity and Bullet Loans									
Long-Term Loans (non-annuity)									
Local registered stock									
Instalment Credit									
Financial Leases									
PPP liabilities									
Finance Granted By Cap Equipment Supplier									
Marketable Bonds									
Non-Marketable Bonds									
Bankers Acceptances									
Financial derivatives									
Other Securities									
Entities sub-total	-	-	-	-	-	-	-	-	-
Total Borrowing	-	-	-	-	-	-	-	-	-
Unspent Borrowing - Categorised by type									
<u>Parent municipality</u>									
Long-Term Loans (annuity/reducing balance)									
Long-Term Loans (non-annuity)									
Local registered stock									
Instalment Credit									
Financial Leases									
PPP liabilities									
Finance Granted By Cap Equipment Supplier									
Marketable Bonds									
Non-Marketable Bonds									
Bankers Acceptances									
Financial derivatives									
Other Securities									
Municipality sub-total	-	-	-	-	-	-	-	-	-
<u>Entities</u>									
Long-Term Loans (annuity/reducing balance)									
Long-Term Loans (non-annuity)									
Local registered stock									
Instalment Credit									
Financial Leases									
PPP liabilities									
Finance Granted By Cap Equipment Supplier									
Marketable Bonds									
Non-Marketable Bonds									
Bankers Acceptances									
Financial derivatives									
Other Securities									
Entities sub-total	-	-	-	-	-	-	-	-	-
Total Unspent Borrowing	-	-	-	-	-	-	-	-	-

DC9 Frances Baard - Supporting Table SA18 Transfers and grant receipts

Description	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand									
RECEIPTS:									
<u>Operating Transfers and Grants</u>									
National Government:	106 163	116 299	117 209	125 792	125 792	125 792	130 602	132 192	135 792
Local Government Equitable Share	100 470	111 622	116 209	120 606	120 606	120 606	124 299	128 237	131 682
Expanded Public Works Programme Integrated Grant	940	-	-	1 270	1 270	1 270	1 001	-	-
Local Government Financial Management Grant	1 250	1 250	1 000	1 000	1 000	1 000	1 000	1 000	1 000
Municipal Disaster Recovery Grant	350	-	-	246	246	246	259	273	273
Municipal Systems Improvement Grant	1 000	1 000	-	-	-	-	1 500	-	-
Rural Road Asset Management Systems Grant	2 153	2 427	-	2 670	2 670	2 670	2 543	2 682	2 837
Provincial Government:	3 650	1 400	5 910	1 050	22	22	-	-	-
Capacity Building	-	-	3 930	-	-	-	-	-	-
Disaster and Emergency Services	350	350	389	-	-	-	-	-	-
Expanded Public Works Programme	-	-	1 113	-	-	-	-	-	-
Health	-	250	478	-	-	-	-	-	-
Housing Projects	3 300	800	-	-	-	-	-	-	-
Specify (Add grant description)	-	-	-	1 050	22	22	-	-	-
District Municipality:	-	-	-	-	-	-	-	-	-
Other grant providers:	4 200	-	74	2 100	2 100	2 100	100	100	100
Education Training and Development Practices S	-	-	-	100	100	100	100	100	100
Northern Cape Economic Development Agency	200	-	-	-	-	-	-	-	-
Production	-	-	-	-	-	-	-	-	-
Services Sector SETA	-	-	74	-	-	-	-	-	-
Unspecified	4 000	-	-	2 000	2 000	2 000	-	-	-
Total Operating Transfers and Grants	114 013	117 699	123 192	128 942	127 914	127 914	130 702	132 292	135 892
<u>Capital Transfers and Grants</u>									
National Government:	-	-	2 521	-	-	-	-	-	-
Rural Road Asset Management Systems Grant	-	-	2 521	-	-	-	-	-	-
Provincial Government:	-	-	-	-	-	-	-	-	-
Housing Projects	-	-	-	-	-	-	-	-	-
District Municipality:	-	-	-	-	-	-	-	-	-
Other grant providers:	-	-	-	-	-	-	-	-	-
Total Capital Transfers and Grants	-	-	2 521	-	-	-	-	-	-
TOTAL RECEIPTS OF TRANSFERS & GRANTS	114 013	117 699	125 713	128 942	127 914	127 914	130 702	132 292	135 892

DC9 Frances Baard - Supporting Table SA19 Expenditure on transfers and grant programme

Description	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand									
EXPENDITURE:									
<u>Operating expenditure of Transfers and Grants</u>									
National Government:	106 163	116 299	97 345	139 559	137 996	137 996	140 222	143 131	143 175
Local Government Equitable Share	100 470	111 622	93 531	134 849	133 678	133 678	133 919	138 396	138 285
Expanded Public Works Programme Integrated Grant	940	-	685	765	765	765	1 001	780	780
Local Government Financial Management Grant	1 250	1 250	946	942	942	942	1 000	1 000	1 000
Municipal Disaster Recovery Grant	350	-	-	430	10	10	259	273	273
Municipal Systems Improvement Grant	1 000	1 000	-	-	-	-	1 500	-	-
Rural Road Asset Management Systems Grant	2 153	2 427	2 182	2 573	2 600	2 600	2 543	2 682	2 837
Provincial Government:	7 650	1 400	4 794	860	882	882	-	-	-
Capacity Building	-	-	3 930	-	-	-	-	-	-
Expanded Public Works Programme	350	350	386	-	-	-	-	-	-
Housing Projects	3 300	800	-	-	-	-	-	-	-
Specify (Add grant description)	-	250	478	860	882	882	-	-	-
	4 000	-							
District Municipality:	-	-	-	-	-	-	-	-	-
Other grant providers:	200	-	92	2 110	2 110	2 110	100	100	100
Education Training and Development Practices S	200	-	-	-	-	-	100	100	100
Production	-	-	-	-	-	-	-	-	-
Services Sector SETA	-	-	92	2 110	2 110	2 110	-	-	-
Total operating expenditure of Transfers and Grants:	114 013	117 699	102 231	142 529	140 988	140 988	140 322	143 231	143 275
<u>Capital expenditure of Transfers and Grants</u>									
National Government:	-	-	-	70	70	70	-	-	-
Rural Road Asset Management Systems Grant	-	-	-	70	70	70	-	-	-
Provincial Government:	-	-	-	-	-	-	-	-	-
District Municipality:	-	-	-	-	-	-	-	-	-
Other grant providers:	-	-	-	-	-	-	-	-	-
Total capital expenditure of Transfers and Grants	-	-	-	70	70	70	-	-	-
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS	114 013	117 699	102 231	142 599	141 058	141 058	140 322	143 231	143 275

DC9 Frances Baard - Supporting Table SA20 Reconciliation of transfers, grant receipts and unspent funds

Description	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand									
Operating transfers and grants:									
National Government:	-	-	(92)	-	-	-	-	-	-
Balance unspent at beginning of the year	(46)	(182)	(5)	-	-	-	-	-	-
Current year receipts	(110 093)	(117 251)	(118 322)	-	(123 122)	(123 122)	(128 059)	(129 510)	(132 955)
Conditions met - transferred to revenue	118 327	118 327	118 327	-	123 122	123 122	128 059	129 510	132 955
Conditions still to be met - transferred to liabilities	-	-	-	-	-	-	-	-	-
Provincial Government:									
Balance unspent at beginning of the year	(3 028)	(250)	-	-	-	-	-	-	-
Current year receipts	(1 400)	(514)	-	-	-	-	-	-	-
Conditions met - transferred to revenue	-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities	(250)								
District Municipality:									
Balance unspent at beginning of the year									
Current year receipts									
Conditions met - transferred to revenue	-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities									
Other grant providers:									
Balance unspent at beginning of the year	-	(40)	-	-	-	-	-	-	-
Current year receipts	(90)	(100)	(74)	-	(2 100)	(2 100)	(100)	(100)	(100)
Conditions met - transferred to revenue	74	74	74	-	2 100	2 100	100	100	100
Conditions still to be met - transferred to liabilities	(40)	-	-	-	-	-	-	-	-
Total operating transfers and grants revenue	118 400	118 400	118 400	-	125 222	125 222	128 159	129 610	133 055
Total operating transfers and grants - CTBM	(290)	-	-	-	-	-	-	-	-
Capital transfers and grants:									
National Government:									
Balance unspent at beginning of the year	-	-	-	-	-	-	-	-	-
Current year receipts	(2 153)	(2 427)	(2 521)	-	(2 670)	(2 670)	(2 543)	(2 682)	(2 837)
Conditions met - transferred to revenue	2 521	2 521	2 521	-	2 670	2 670	2 543	2 682	2 837
Conditions still to be met - transferred to liabilities	-	-	-	-	-	-	-	-	-
Provincial Government:									
Balance unspent at beginning of the year									
Current year receipts									
Conditions met - transferred to revenue	-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities									
District Municipality:									
Balance unspent at beginning of the year									
Current year receipts									
Conditions met - transferred to revenue	-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities									
Other grant providers:									
Balance unspent at beginning of the year									
Current year receipts									
Conditions met - transferred to revenue	-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities									
Total capital transfers and grants revenue	2 521	2 521	2 521	-	2 670	2 670	2 543	2 682	2 837
Total capital transfers and grants - CTBM	-	-	-	-	-	-	-	-	-
TOTAL TRANSFERS AND GRANTS REVENUE	120 921	120 921	120 921	-	127 892	127 892	130 702	132 292	135 892
TOTAL TRANSFERS AND GRANTS - CTBM	(290)	-	-	-	-	-	-	-	-

DC9 Frances Baard - Supporting Table SA21 Transfers and grants made by the municipality

Description	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand									
<u>Cash Transfers to other municipalities</u>									
Dm Nc: Fb-Awareness And Other Projects	2 549	250	-	-	-	-	-	-	-
Dm Nc: Fb-Diamonds & Dorings Support	-	287	-	-	-	-	-	-	-
Dm Nc: Fb-Environment Protection	-	500	250	1 000	1 000	1 000	2 000	2 100	2 184
Dm Nc: Fb-Financial System Support (2) Lm	-	480	-	150	150	150	-	-	-
Dm Nc: Fb-Operation Clean Audit	-	196	-	-	-	-	-	-	-
Dm Nc: Fb-Operation Clean Audit/Cap Build	-	-	-	-	-	-	-	-	-
Dm Nc: Fb-Plan & Development	-	78	-	-	-	-	-	-	-
Dm Nc: Fb-Sport & Recreation	-	-	-	-	-	-	-	-	-
Hh Oth Trans: Housing-Unspec/Aware Sanit	-	-	-	13	13	13	13	13	13
Hh Oth Trans: Housing-Unspec/Wm Aware Pro	-	-	-	30	30	30	30	32	33
T&S_Op_Mon_Dm_Nc_Dc09_Cap Bld_D&D/Sp	-	-	-	300	300	300	300	300	300
Total Cash Transfers To Municipalities:	2 549	1 791	250	1 493	1 493	1 493	2 343	2 444	2 529
<u>Cash Transfers to Entities/Other External Mechanisms</u>									
Total Cash Transfers To Entities/Ems'	-	-	-	-	-	-	-	-	-
<u>Cash Transfers to other Organs of State</u>									
Prv Dpt Agen - Park & Tourism Board	135	135	-	135	-	-	-	-	-
Prv Dpt Agen - Park & Tourism Board/Ncta	-	58	-	-	-	-	-	-	-
Total Cash Transfers To Other Organs Of State:	135	193	-	135	-	-	-	-	-
<u>Cash Transfers to Organisations</u>									
N-P Ub Sch: School Support	-	95	-	-	-	-	-	-	-
Supporting Grant - Dik Tourism Ass.	-	-	-	-	-	-	-	-	-
Supporting Grant-Mag Tourism Ass	-	-	-	-	-	-	-	-	-
T&S_Cap_Mon_Dm_Nc_Dc09_Cap Bld_Water Dg	-	-	-	-	-	-	-	-	-
Total Cash Transfers To Organisations	-	95	-	-	-	-	-	-	-
<u>Cash Transfers to Groups of Individuals</u>									
Hh Oth Trans: Bursaries Non Employee	-	229	-	-	-	-	-	-	-
Total Cash Transfers To Groups Of Individuals:	-	229	-	-	-	-	-	-	-
TOTAL CASH TRANSFERS AND GRANTS	2 684	2 307	250	1 628	1 493	1 493	2 343	2 444	2 529
<u>Non-Cash Transfers to other municipalities</u>									
Dm Nc: Frances Baard - Plan & Dev/Elec	-	-	386	-	-	-	-	-	-
Dm Nc: Frances Baard - Planning & Devel	-	-	-	-	-	-	-	-	-
Dm Nc: Frances Baard - Waste Water Man	-	-	-	-	-	-	-	-	-
Dm Nc: F Baard - Waste Water Man/Wm Camp	-	-	2	-	-	-	-	-	-
Dm Nc: Frances Baard - Plan & Dev/Elec	-	-	3 029	-	-	-	-	-	-
Dm Nc: Frances Baard - Planning & Devel	-	-	-	-	-	-	-	-	-
Dm Nc: Frances Baard - Road Transport	5 000	-	1 750	-	-	-	-	-	-
Dm Nc: Frances Baard - Waste Water Man	-	-	-	-	-	-	-	-	-
Dm Nc: Frances Baard - Water	-	-	1 364	-	-	-	-	-	-
Hh Oth Trans: Housing-Unspec/Aware Sanit	-	-	3	-	-	-	-	-	-
Hh Oth Trans: Housing-Unspec/Wm Aware Pro	-	-	4	-	-	-	-	-	-
Hh Oth Trans: Housing-Unspec/Wm Camp	-	-	-	-	-	-	-	-	-
T&S_Cap_Aik_Dm_Nc_Dc09_Cap Bld_Waste	-	-	-	-	-	-	450	-	-
T&S_Cap_Aik_Dm_Nc_Dc09_Cap Main_Dg	5 473	3 473	-	2 400	2 400	2 400	-	-	-
T&S_Cap_Aik_Dm_Nc_Dc09_Cap Main_Mg	-	5 000	-	2 000	2 000	2 000	-	-	-
T&S_Cap_Aik_Dm_Nc_Dc09_Cap Main_Pk	5 462	738	-	2 000	2 000	2 000	-	-	-
T&S_Cap_Aik_Dm_Nc_Dc09_Cap Main_Sp	5 000	-	-	2 000	2 000	2 000	-	-	-
Dm Nc: Frances Baard - Planning & Devel	-	-	-	-	-	-	-	-	-
Dm Nc: Frances Baard - Road Transport	-	-	-	-	-	-	-	-	-
Dm Nc: Frances Baard - Waste Water Man	-	-	-	-	-	-	-	-	-
Dm Nc: Frances Baard - Water	-	-	-	-	-	-	-	-	-
Total Non-Cash Transfers To Municipalities:	20 935	9 211	6 537	8 400	8 400	8 400	450	-	-
<u>Non-Cash Transfers to Entities/Other External Mechanisms</u>									
Total Non-Cash Transfers To Entities/Ems'	-	-	-	-	-	-	-	-	-
<u>Non-Cash Transfers to other Organs of State</u>									
T&S_Op_Aik_Dm_Nc_Dc09_Op Main_Dg	2 500	3 400	-	2 500	3 500	3 500	2 279	2 500	2 500
T&S_Op_Aik_Dm_Nc_Dc09_Op Main_Mg	2 500	4 100	-	2 500	3 500	3 500	2 721	2 500	2 500
T&S_Op_Aik_Dm_Nc_Dc09_Op Main_Pk	2 545	2 278	-	2 500	2 500	2 500	2 500	2 500	2 500
T&S_Op_Aik_Dm_Nc_Dc09_Op Main_Sp	2 500	2 500	-	2 500	5 500	5 500	2 500	2 500	2 500
Total Non-Cash Transfers To Other Organs Of State:	15 045	13 278	-	10 000	15 000	15 000	10 000	10 000	10 000
<u>Non-Cash Grants to Organisations</u>									
N-P Ub Sch: Sch Sup(Oth Edu Inst)/Tour B	-	-	108	-	-	-	-	-	-
N-P Ub Sch: School Supp (Oth Educ Inst)	-	-	-	63	63	63	131	80	80
Total Non-Cash Grants To Organisations	-	-	108	63	63	63	131	80	80
<u>Groups of Individuals</u>									
Hh Ssp Soc Ass: Grant In Aid	-	-	411	320	520	520	520	520	520
Total Non-Cash Grants To Groups Of Individuals:	-	-	411	320	520	520	520	520	520
TOTAL NON-CASH TRANSFERS AND GRANTS	35 980	22 488	7 056	18 783	23 983	23 983	11 101	10 600	10 600
TOTAL TRANSFERS AND GRANTS	38 664	24 796	7 306	20 411	25 476	25 476	13 443	13 044	13 129

DC9 Frances Baard - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
	A	B	C	D	E	F	G	H	I
Councillors (Political Office Bearers plus Other)									
Basic Salaries and Wages	4 638	4 958	5 347	6 443	5 972	5 972	7 295	7 700	8 109
Pension and UIF Contributions	16	–	–	–	–	–	–	–	–
Medical Aid Contributions	1	–	–	–	–	–	–	–	–
Motor Vehicle Allowance	999	1 087	869	829	829	829	794	794	794
Cellphone Allowance	295	522	484	40	579	579	666	666	666
Housing Allowances	–	–	–	–	–	–	–	–	–
Other benefits and allowances	–	–	–	–	–	–	–	–	–
Sub Total - Councillors	5 950	6 567	6 700	7 311	7 380	7 380	8 756	9 161	9 569
% increase		10,4%	2,0%	9,1%	0,9%	–	18,6%	4,6%	4,5%
Senior Managers of the Municipality									
Basic Salaries and Wages	3 459	3 898	3 459	6 667	5 115	5 115	6 333	6 516	6 516
Pension and UIF Contributions	460	323	5	9	130	130	438	433	433
Medical Aid Contributions	34	6	–	–	–	–	–	–	–
Overtime	–	–	–	–	–	–	–	–	–
Performance Bonus	653	4	205	440	440	440	440	440	440
Motor Vehicle Allowance	569	182	–	193	193	193	193	193	193
Cellphone Allowance	66	62	53	96	96	96	78	78	78
Housing Allowances	11	–	–	–	–	–	–	–	–
Other benefits and allowances	23	132	0	1	1	1	1	1	1
Payments in lieu of leave	–	(520)	195	112	112	112	139	143	143
Long service awards	–	–	–	–	–	–	–	–	–
Post-retirement benefit obligations	–	–	–	–	–	–	–	–	–
Sub Total - Senior Managers of Municipality	5 275	4 087	3 917	7 517	6 087	6 087	7 621	7 804	7 804
% increase		(22,5%)	(4,2%)	91,9%	(19,0%)	–	25,2%	2,4%	–
Other Municipal Staff									
Basic Salaries and Wages	35 950	39 997	37 615	43 551	39 701	39 701	47 613	51 023	51 023
Pension and UIF Contributions	5 130	5 530	5 347	6 230	5 782	5 782	6 823	7 358	7 381
Medical Aid Contributions	1 665	1 804	2 406	2 812	2 858	2 858	2 396	4 757	4 757
Overtime	131	196	138	116	116	116	154	192	192
Performance Bonus	–	–	2 858	3 239	3 137	3 137	3 668	3 963	3 969
Motor Vehicle Allowance	3 251	3 470	3 204	3 644	3 644	3 644	3 338	3 338	3 338
Cellphone Allowance	124	143	215	216	227	227	236	236	236
Housing Allowances	344	371	431	423	464	464	424	465	465
Other benefits and allowances	2 376	479	530	2 644	2 235	2 235	2 949	2 680	2 694
Payments in lieu of leave	1 253	1 256	1 187	1 000	1 035	1 035	1 071	1 149	1 152
Long service awards	119	280	(16)	302	302	302	355	363	363
Post-retirement benefit obligations	3 869	305	3 818	4 482	4 482	4 482	4 016	4 072	4 075
Sub Total - Other Municipal Staff	54 213	53 830	57 733	68 658	63 982	63 982	73 044	79 596	79 646
% increase		(0,7%)	7,2%	18,9%	(6,8%)	–	14,2%	9,0%	0,1%
Total Parent Municipality	65 439	64 484	68 350	83 486	77 449	77 449	89 421	96 561	97 019
		(1,5%)	6,0%	22,1%	(7,2%)	–	15,5%	8,0%	0,5%
TOTAL SALARY, ALLOWANCES & BENEFITS	65 439	64 484	68 350	83 486	77 449	77 449	89 421	96 561	97 019
% increase		(1,5%)	6,0%	22,1%	(7,2%)	–	15,5%	8,0%	0,5%
TOTAL MANAGERS AND STAFF	59 488	57 917	61 650	76 174	70 068	70 068	80 665	87 400	87 450

DC9 Frances Baard - Supporting Table SA23 Salaries, allowances & benefits (political office bearers/councillors/senior managers)

Disclosure of Salaries, Allowances & Benefits 1.	No.	Salary	Contributions	Allowances	Performance Bonuses	In-kind benefits	Total Package
Rand per annum			1.				2.
Councillors							
Speaker		758 060		44 400			802 460
Chief Whip							-
Executive Mayor		902 440		44 400			946 840
Deputy Executive Mayor							-
Executive Committee		4 062 080		966 700			5 028 780
Total for all other councillors		1 572 910		404 910			1 977 820
Total Councillors	-	7 295 490	-	1 460 410			8 755 900
Senior Managers of the Municipality							
Municipal Manager (MM)		1 264 190	1 780	244 150	120 000		1 630 120
Chief Finance Officer		1 190 790	1 780	26 330	80 000		1 298 900
SM D01		1 290 030	1 780	46 710	80 000		1 418 520
SM D02		1 297 970	216 120	46 710	80 000		1 640 800
SM D03		1 290 030	216 120	46 710	80 000		1 632 860
List of each official with packages >= senior manager							- - - - - - - - - -
Total Senior Managers of the Municipality	-	6 333 010	437 580	410 610	440 000		7 621 200
A Heading for Each Entity							
List each member of board by designation							- - - - - - - - - - - - - - -
Total for municipal entities	-	-	-	-	-		-
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION	-	13 628 500	437 580	1 871 020	440 000		16 377 100

DC9 Frances Baard - Supporting Table SA24 Summary of personnel numbers

Summary of Personnel Numbers Number	2018/19			Current Year 2019/20			Budget Year 2020/21		
	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
Municipal Council and Boards of Municipal Entities									
Councillors (Political Office Bearers plus Other Councillors)	28	–	28	28	–	26	28	–	26
Board Members of municipal entities									
Municipal employees									
Municipal Manager and Senior Managers	5	–	2	5	–	2	5	–	2
Other Managers									
Professionals	160	138	–	112	85	–	112	112	–
Finance	24	21	–	25	20	–	25	25	
Spatial/town planning	28	26	–	29	18	–	29	29	
Information Technology	57	51	–	5	5	–	5	5	
Roads	22	14	–	–	–	–	–	–	
Electricity	29	26	–	–	–	–	–	–	
Water									
Sanitation									
Refuse									
Other				53	42	–	53	53	
Technicians	–	–	–	54	48	–	54	48	–
Finance									
Spatial/town planning									
Information Technology									
Roads									
Electricity									
Water									
Sanitation									
Refuse									
Other				54	48	–	54	48	
Clerks (Clerical and administrative)									
Service and sales workers									
Skilled agricultural and fishery workers									
Craft and related trades									
Plant and Machine Operators									
Elementary Occupations									
TOTAL PERSONNEL NUMBERS	193	138	30	199	133	28	199	160	28
% increase				3,1%	(3,6%)	(6,7%)	–	20,3%	–
Total municipal employees headcount									
Finance personnel headcount	24	21	–	25	20	–	25	20	
Human Resources personnel headcount									

DC9 Frances Baard - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand															
Revenue By Source															
Property rates												-	-	-	-
Service charges - electricity revenue												-	-	-	-
Service charges - water revenue												-	-	-	-
Service charges - sanitation revenue												-	-	-	-
Service charges - refuse revenue												-	-	-	-
Rental of facilities and equipment	83	83	83	83	83	83	83	83	83	83	83	83	1 000	1 012	1 046
Interest earned - external investments	479	479	479	479	479	479	479	479	479	479	479	479	5 750	5 750	5 750
Interest earned - outstanding debtors												-	-	-	-
Dividends received												-	-	-	-
Fines, penalties and forfeits												-	-	-	-
Licences and permits												-	-	-	-
Agency services												-	-	-	-
Transfers and subsidies	10 892	10 892	10 892	10 892	10 892	10 892	10 892	10 892	10 892	10 892	10 892	10 892	130 702	132 292	135 892
Other revenue	33	33	33	33	33	33	33	33	33	33	33	33	400	400	400
Gains	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contri	11 488	11 488	11 488	11 488	11 488	11 488	11 488	11 488	11 488	11 488	11 488	11 488	137 852	139 454	143 088
Expenditure By Type															
Employee related costs	6 722	6 722	6 722	6 722	6 722	6 722	6 722	6 722	6 722	6 722	6 722	6 722	80 665	87 400	87 450
Remuneration of councillors	730	730	730	730	730	730	730	730	730	730	730	730	8 756	9 161	9 569
Debt impairment	4	4	4	4	4	4	4	4	4	4	4	4	50	3	3
Depreciation & asset impairment	309	309	309	309	309	309	309	309	309	309	309	309	3 706	4 566	3 339
Finance charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases												-	-	-	-
Other materials	135	135	135	135	135	135	135	135	135	135	135	135	1 619	1 697	1 773
Contracted services	1 930	1 930	1 930	1 930	1 930	1 930	1 930	1 930	1 930	1 930	1 930	1 930	23 156	17 760	17 905
Transfers and subsidies	1 120	1 120	1 120	1 120	1 120	1 120	1 120	1 120	1 120	1 120	1 120	1 120	13 443	13 044	13 129
Other expenditure	1 305	1 305	1 305	1 305	1 305	1 305	1 305	1 305	1 305	1 305	1 305	1 305	15 658	16 369	16 909
Losses	25	25	25	25	25	25	25	25	25	25	25	25	300	300	300
Total Expenditure	12 280	12 280	12 280	12 280	12 280	12 280	12 280	12 280	12 280	12 280	12 280	12 279	147 354	150 299	150 377
Surplus/(Deficit)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(791)	(9 501)	(10 845)	(7 289)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)												-	-	-	-
Transfers and subsidies - capital (in-kind - all)												-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(791)	(9 501)	(10 845)	(7 289)
Taxation												-	-	-	-
Attributable to minorities												-	-	-	-
Share of surplus/ (deficit) of associate												-	-	-	-
Surplus/(Deficit)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(791)	(9 501)	(10 845)	(7 289)

DC9 Frances Baard - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand															
<u>Revenue by Vote</u>															
Vote 01 - Executive & Council	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Office Of The Municipal Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 03 - Budget & Treasury Office	10 971	10 971	10 971	10 971	10 971	10 971	10 971	10 971	10 971	10 971	10 971	10 971	131 652	135 590	139 035
Vote 04 - Administration	22	22	22	22	22	22	22	22	22	22	22	22	259	273	273
Vote 05 - Planning & Development	125	125	125	125	125	125	125	125	125	125	125	125	1 500	-	-
Vote 06 - Infrastructure Services	370	370	370	370	370	370	370	370	370	370	370	370	4 441	3 591	3 781
Vote 07 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 08 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 09 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue by Vote	11 488	11 488	11 488	11 488	11 488	11 488	11 488	11 488	11 488	11 488	11 488	11 488	137 852	139 454	143 088
<u>Expenditure by Vote to be appropriated</u>															
Vote 01 - Executive & Council	1 054	1 054	1 054	1 054	1 054	1 054	1 054	1 054	1 054	1 054	1 054	1 054	12 646	12 956	13 292
Vote 02 - Office Of The Municipal Manager	1 520	1 520	1 520	1 520	1 520	1 520	1 520	1 520	1 520	1 520	1 520	1 520	18 236	19 253	19 065
Vote 03 - Budget & Treasury Office	1 965	1 965	1 965	1 965	1 965	1 965	1 965	1 965	1 965	1 965	1 965	1 965	23 584	24 938	25 255
Vote 04 - Administration	3 790	3 790	3 790	3 790	3 790	3 790	3 790	3 790	3 790	3 790	3 790	3 790	45 485	47 931	47 122
Vote 05 - Planning & Development	1 883	1 883	1 883	1 883	1 883	1 883	1 883	1 883	1 883	1 883	1 883	1 882	22 590	19 576	19 717
Vote 06 - Infrastructure Services	2 068	2 068	2 068	2 068	2 068	2 068	2 068	2 068	2 068	2 068	2 068	2 068	24 812	25 645	25 926
Vote 07 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 08 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 09 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	12 280	12 280	12 280	12 280	12 280	12 280	12 280	12 280	12 280	12 280	12 280	12 279	147 354	150 299	150 377
Surplus/(Deficit) before assoc.	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(791)	(9 501)	(10 845)	(7 289)
Taxation													-	-	-
Attributable to minorities													-	-	-
Share of surplus/ (deficit) of associate													-	-	-
Surplus/(Deficit)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(791)	(9 501)	(10 845)	(7 289)

DC9 Frances Baard - Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)

Description	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand															
Revenue - Functional															
<i>Governance and administration</i>	10 971	10 971	10 971	10 971	10 971	10 971	10 971	10 971	10 971	10 971	10 971	10 971	131 652	135 590	139 035
Executive and council	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance and administration	10 971	10 971	10 971	10 971	10 971	10 971	10 971	10 971	10 971	10 971	10 971	10 971	131 652	135 590	139 035
Internal audit	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>	22	22	22	22	22	22	22	22	22	22	22	22	259	273	273
Community and social services	22	22	22	22	22	22	22	22	22	22	22	22	259	273	273
Sport and recreation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>	495	495	495	495	495	495	495	495	495	495	495	495	5 941	3 591	3 781
Planning and development	495	495	495	495	495	495	495	495	495	495	495	495	5 941	3 591	3 781
Road transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Environmental protection	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Trading services</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Energy sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Other</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue - Functional	11 488	11 488	11 488	11 488	11 488	11 488	11 488	11 488	11 488	11 488	11 488	11 488	137 852	139 454	143 088
Expenditure - Functional															
<i>Governance and administration</i>	6 651	6 651	6 651	6 651	6 651	6 651	6 651	6 651	6 651	6 651	6 651	6 650	79 808	84 978	85 271
Executive and council	1 855	1 855	1 855	1 855	1 855	1 855	1 855	1 855	1 855	1 855	1 855	1 851	22 260	23 020	23 323
Finance and administration	4 494	4 494	4 494	4 494	4 494	4 494	4 494	4 494	4 494	4 494	4 494	4 498	53 937	58 178	58 341
Internal audit	301	301	301	301	301	301	301	301	301	301	301	301	3 611	3 780	3 607
<i>Community and public safety</i>	1 207	1 207	1 207	1 207	1 207	1 207	1 207	1 207	1 207	1 207	1 207	1 207	14 486	15 388	14 759
Community and social services	851	851	851	851	851	851	851	851	851	851	851	860	10 217	10 894	10 182
Sport and recreation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety	1	1	1	1	1	1	1	1	1	1	1	(8)	-	-	-
Housing	356	356	356	356	356	356	356	356	356	356	356	356	4 269	4 494	4 577
Health	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>	4 106	4 106	4 106	4 106	4 106	4 106	4 106	4 106	4 106	4 106	4 106	4 106	49 278	46 295	46 694
Planning and development	3 279	3 279	3 279	3 279	3 279	3 279	3 279	3 279	3 279	3 279	3 279	3 279	39 351	37 089	37 413
Road transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Environmental protection	827	827	827	827	827	827	827	827	827	827	827	827	9 927	9 206	9 282
<i>Trading services</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Energy sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Other</i>	315	315	315	315	315	315	315	315	315	315	315	315	3 782	3 637	3 653
Total Expenditure - Functional	12 280	12 280	12 280	12 280	12 280	12 280	12 280	12 280	12 280	12 280	12 280	12 279	147 354	150 299	150 377
Surplus/(Deficit) before assoc.	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(791)	(9 502)	(10 845)	(7 289)
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(792)	(791)	(9 502)	(10 845)	(7 289)

DC9 Frances Baard - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

Description	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand															
<u>Multi-year expenditure to be appropriated</u>															
Vote 01 - Executive & Council	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Office Of The Municipal Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 03 - Budget & Treasury Office	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 04 - Administration	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 05 - Planning & Development	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 06 - Infrastructure Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 07 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 08 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 09 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<u>Single-year expenditure to be appropriated</u>															
Vote 01 - Executive & Council	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Office Of The Municipal Manager	42	42	42	42	42	42	42	42	42	42	42	42	500	-	-
Vote 03 - Budget & Treasury Office	250	250	250	250	250	250	250	250	250	250	250	250	3 000	-	-
Vote 04 - Administration	436	436	436	436	436	436	436	436	436	436	436	436	5 230	200	-
Vote 05 - Planning & Development	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 06 - Infrastructure Services	1	1	1	1	1	1	1	1	1	1	1	1	11	-	-
Vote 07 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 08 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 09 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	728	728	728	728	728	728	728	728	728	728	728	728	8 740	200	-
Total Capital Expenditure	728	728	728	728	728	728	728	728	728	728	728	728	8 740	200	-

DC9 Frances Baard - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)

Description	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand															
Capital Expenditure - Functional															
<i>Governance and administration</i>	500	500	500	500	500	500	500	500	500	500	500	500	6 002	200	-
Executive and council	42	42	42	42	42	42	42	42	42	42	42	42	500	-	-
Finance and administration	459	459	459	459	459	459	459	459	459	459	459	459	5 502	200	-
Internal audit	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>	206	206	206	206	206	206	206	206	206	206	206	206	2 478	-	-
Community and social services	206	206	206	206	206	206	206	206	206	206	206	206	2 478	-	-
Sport and recreation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>	22	22	22	22	22	22	22	22	22	22	22	22	261	-	-
Planning and development	1	1	1	1	1	1	1	1	1	1	1	1	11	-	-
Road transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Environmental protection	21	21	21	21	21	21	21	21	21	21	21	21	250	-	-
<i>Trading services</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Energy sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Other</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	728	728	728	728	728	728	728	728	728	728	728	728	8 740	200	-
Funded by:															
National Government	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Provincial Government	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
District Municipality	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Internally generated funds	728	728	728	728	728	728	728	728	728	728	728	728	8 740	200	-
Total Capital Funding	728	728	728	728	728	728	728	728	728	728	728	728	8 740	200	-

DC9 Frances Baard - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand															
<u>Cash Receipts By Source</u>													1		
Property rates												-			
Service charges - electricity revenue												-			
Service charges - water revenue												-			
Service charges - sanitation revenue												-			
Service charges - refuse revenue												-			
Rental of facilities and equipment	83	83	83	83	83	83	83	83	83	83	83	83	1 000	1 012	1 046
Interest earned - external investments	479	479	479	479	479	479	479	479	479	479	479	479	5 750	5 750	5 750
Interest earned - outstanding debtors												-			
Dividends received												-			
Fines, penalties and forfeits												-			
Licences and permits												-			
Agency services												-			
Transfers and Subsidies - Operational	10 892	10 892	10 892	10 892	10 892	10 892	10 892	10 892	10 892	10 892	10 892	10 892	130 702	132 292	135 892
Other revenue	33	33	33	33	33	33	33	33	33	33	33	33	400	400	400
Cash Receipts by Source	11 488	11 488	11 488	11 488	11 488	11 488	11 488	11 488	11 488	11 488	11 488	11 488	137 852	139 454	143 088
<u>Other Cash Flows by Source</u>															
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)												-			
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)												-			
Proceeds on Disposal of Fixed and Intangible Assets												-			
Short term loans												-			
Borrowing long term/refinancing												-			
Increase (decrease) in consumer deposits	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Decrease (increase) in non-current receivables												-			
Decrease (increase) in non-current investments												-			
Total Cash Receipts by Source	11 488	11 488	11 488	11 488	11 488	11 488	11 488	11 488	11 488	11 488	11 488	11 488	137 852	139 454	143 088
<u>Cash Payments by Type</u>															
Employee related costs	6 722	6 722	6 722	6 722	6 722	6 722	6 722	6 722	6 722	6 722	6 722	6 722	80 665	87 400	87 450
Remuneration of councillors	730	730	730	730	730	730	730	730	730	730	730	730	8 756	9 161	9 569
Finance charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases - Electricity												-			
Bulk purchases - Water & Sewer												-			
Other materials	135	135	135	135	135	135	135	135	135	135	135	135	1 619	1 697	1 773
Contracted services	1 930	1 930	1 930	1 930	1 930	1 930	1 930	1 930	1 930	1 930	1 930	1 930	23 156	17 760	17 905
Transfers and grants - other municipalities	195	195	195	195	195	195	195	195	195	195	195	11 296	13 443	13 044	13 129
Transfers and grants - other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other expenditure	1 305	1 305	1 305	1 305	1 305	1 305	1 305	1 305	1 305	1 305	1 305	1 305	15 658	16 369	16 909
Cash Payments by Type	11 016	11 016	11 016	11 016	11 016	11 016	11 016	11 016	11 016	11 016	11 016	22 117	143 297	145 430	146 735
<u>Other Cash Flows/Payments by Type</u>															
Capital assets	(728)	(728)	(728)	(728)	(728)	(728)	(728)	(728)	(728)	(728)	(728)	(728)	(8 740)	(200)	-
Repayment of borrowing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Cash Flows/Payments												15 031	15 031	(3 400)	(3 604)
Total Cash Payments by Type	10 288	10 288	10 288	10 288	10 288	10 288	10 288	10 288	10 288	10 288	10 288	36 419	149 588	141 829	143 132
NET INCREASE/(DECREASE) IN CASH HELD	1 200	1 200	1 200	1 200	1 200	1 200	1 200	1 200	1 200	1 200	1 200	(24 932)	(11 736)	(2 376)	(44)
Cash/cash equivalents at the month/year begin:	73 946	75 145	76 345	77 545	78 744	79 944	81 143	82 343	83 543	84 742	85 942	87 142	73 946	62 210	59 834
Cash/cash equivalents at the month/year end:	75 145	76 345	77 545	78 744	79 944	81 143	82 343	83 543	84 742	85 942	87 142	62 210	62 210	59 834	59 790

DC9 Frances Baard - NOT REQUIRED - municipality does not have entities

Description	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R million									
<u>Financial Performance</u>									
Property rates									
Service charges									
Investment revenue									
Transfers recognised - operational									
Other own revenue									
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) &									
Total Revenue (excluding capital transfers and contr	-	-	-	-	-	-	-	-	-
Employee costs									
Remuneration of Board Members									
Depreciation & asset impairment									
Finance charges									
Materials and bulk purchases									
Transfers and grants									
Other expenditure									
Total Expenditure	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	-	-	-	-	-	-	-	-	-
<u>Capital expenditure & funds sources</u>									
<u>Capital expenditure</u>									
Transfers recognised - operational									
Borrowing									
Internally generated funds									
Total sources	-	-	-	-	-	-	-	-	-
<u>Financial position</u>									
Total current assets									
Total non current assets									
Total current liabilities									
Total non current liabilities									
Equity									
<u>Cash flows</u>									
Net cash from (used) operating									
Net cash from (used) investing									
Net cash from (used) financing									
Cash/cash equivalents at the year end									

DC9 Frances Baard - Supporting Table SA32 List of external mechanisms

External mechanism	Yrs/ Mths	Period of agreement 1.	Service provided	Expiry date of service delivery agreement or contract	Monetary value of agreement 2.
Name of organisation		Number			R thousand

DC9 Frances Baard - Supporting Table SA33 Contracts having future budgetary implications

Description	Preceding Years	Current Year 2019/20	2020/21 Medium Term Revenue & Expenditure Framework			Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Total Contract Value
	Total	Original Budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
R thousand													
Parent Municipality:													
<u>Revenue Obligation By Contract</u>													- - -
Total Operating Revenue Implication	-	-	-	-	-	-	-	-	-	-	-	-	-
<u>Expenditure Obligation By Contract</u>													- - -
Total Operating Expenditure Implication	-	-	-	-	-	-	-	-	-	-	-	-	-
<u>Capital Expenditure Obligation By Contract</u>													- - -
Total Capital Expenditure Implication	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Parent Expenditure Implication	-	-	-	-	-	-	-	-	-	-	-	-	-
Entities:													
<u>Revenue Obligation By Contract</u>													- - -
Total Operating Revenue Implication	-	-	-	-	-	-	-	-	-	-	-	-	-
<u>Expenditure Obligation By Contract</u>													- - -
Total Operating Expenditure Implication	-	-	-	-	-	-	-	-	-	-	-	-	-
<u>Capital Expenditure Obligation By Contract</u>													- - -
Total Capital Expenditure Implication	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Entity Expenditure Implication	-	-	-	-	-	-	-	-	-	-	-	-	-

DC9 Frances Baard - Supporting Table SA34a Capital expenditure on new assets by asset class

Description	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand									
<u>Capital expenditure on new assets by Asset Class/Sub-class</u>									
<u>Community Assets</u>	104	-	-	-	-	-	-	-	-
Community Facilities	104	-	-	-	-	-	-	-	-
Halls									
Centres									
Crèches									
Clinics/Care Centres									
Fire/Ambulance Stations	104								
<u>Investment properties</u>	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property									
Unimproved Property									
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property									
Unimproved Property									
<u>Other assets</u>	2 895	3 229	-	2 000	600	600	2 365	-	-
Operational Buildings	2 895	3 229	-	2 000	600	600	2 365	-	-
Municipal Offices	2 895	3 229	-	2 000	600	600	2 365	-	-
<u>Intangible Assets</u>	-	149	-	-	-	-	-	-	-
Servitudes									
Licences and Rights	-	149	-	-	-	-	-	-	-
Water Rights									
Effluent Licenses									
Solid Waste Licenses									
Computer Software and Applications	-	149	-	-	-	-	-	-	-
Load Settlement Software Applications									
Unspecified									
<u>Computer Equipment</u>	8	53	-	200	200	200	1 110	200	-
Computer Equipment	8	53	-	200	200	200	1 110	200	-
<u>Furniture and Office Equipment</u>	72	65	455	15	15	15	509	-	-
Furniture and Office Equipment	72	65	455	15	15	15	509	-	-
<u>Machinery and Equipment</u>	170	85	-	175	175	175	125	-	-
Machinery and Equipment	170	85	-	175	175	175	125	-	-
<u>Transport Assets</u>	3 214	-	-	-	-	-	-	-	-
Transport Assets	3 214	-	-	-	-	-	-	-	-
<u>Land</u>	-	-	-	-	-	-	-	-	-
Land									
<u>Zoo's, Marine and Non-biological Animals</u>	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals									
Total Capital Expenditure on new assets	6 463	3 580	455	2 390	990	990	4 109	200	-

DC9 Frances Baard - Supporting Table SA34b Capital expenditure on the renewal of existing assets by asset class

Description R thousand	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<u>Capital expenditure on renewal of existing assets by Asset Class/Sub-class</u>									
<u>Intangible Assets</u>	-	-	-	-	-	-	3 000	-	-
Servitudes	-	-	-	-	-	-	-	-	-
Licences and Rights	-	-	-	-	-	-	3 000	-	-
Water Rights	-	-	-	-	-	-	-	-	-
Effluent Licenses	-	-	-	-	-	-	-	-	-
Solid Waste Licenses	-	-	-	-	-	-	-	-	-
Computer Software and Applications	-	-	-	-	-	-	3 000	-	-
Load Settlement Software Applications	-	-	-	-	-	-	-	-	-
Unspecified	-	-	-	-	-	-	-	-	-
<u>Computer Equipment</u>	350	216	-	-	-	-	-	-	-
Computer Equipment	350	216	-	-	-	-	-	-	-
<u>Furniture and Office Equipment</u>	-	43	-	-	-	-	-	-	-
Furniture and Office Equipment	-	43	-	-	-	-	-	-	-
<u>Machinery and Equipment</u>	512	26	-	-	-	-	60	-	-
Machinery and Equipment	512	26	-	-	-	-	60	-	-
<u>Transport Assets</u>	-	-	-	-	-	-	-	-	-
Transport Assets	-	-	-	-	-	-	-	-	-
<u>Land</u>	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
<u>Zoo's, Marine and Non-biological Animals</u>	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
<u>Total Capital Expenditure on renewal of existing assets</u>	<u>862</u>	<u>285</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>3 060</u>	<u>-</u>	<u>-</u>
<i>Renewal of Existing Assets as % of total capex</i>	<i>0,0%</i>	<i>7,4%</i>	<i>0,0%</i>	<i>0,0%</i>	<i>0,0%</i>	<i>0,0%</i>	<i>35,0%</i>	<i>0,0%</i>	<i>0,0%</i>
<i>Renewal of Existing Assets as % of deprecn"</i>	<i>22,0%</i>	<i>7,3%</i>	<i>0,0%</i>	<i>0,0%</i>	<i>0,0%</i>	<i>0,0%</i>	<i>82,6%</i>	<i>0,0%</i>	<i>0,0%</i>

DC9 Frances Baard - Supporting Table SA34c Repairs and maintenance expenditure by asset class

Description	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<u>Repairs and maintenance expenditure by Asset Class/Sub-class</u>									
<u>Infrastructure</u>	-	-	53	50	85	85	90	25	25
Information and Communication Infrastructure	-	-	53	50	85	85	90	25	25
Data Centres	-	-	53	50	85	85	90	25	25
<u>Other assets</u>	334	330	564	3 150	3 177	3 177	3 130	3 298	3 478
Operational Buildings	334	330	564	3 150	3 177	3 177	3 130	3 298	3 478
Municipal Offices	334	330	564	3 150	3 177	3 177	3 130	3 298	3 478
Pay/Enquiry Points									
Building Plan Offices									
Workshops									
Yards									
Stores									
Laboratories									
Training Centres									
Manufacturing Plant									
Depots									
Capital Spares									
Housing	-	-	-	-	-	-	-	-	-
Staff Housing									
Social Housing									
Capital Spares									
<u>Biological or Cultivated Assets</u>	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets									
<u>Intangible Assets</u>	2 330	1 940	2 086	2 725	2 825	2 825	4 400	2 980	2 931
Servitudes									
Licences and Rights	2 330	1 940	2 086	2 725	2 825	2 825	4 400	2 980	2 931
Water Rights									
Effluent Licenses									
Solid Waste Licenses									
Computer Software and Applications									
Load Settlement Software Applications									
Unspecified	2 330	1 940	2 086	2 725	2 825	2 825	4 400	2 980	2 931
<u>Computer Equipment</u>	123	56	6	20	20	20	20	21	22
Computer Equipment	123	56	6	20	20	20	20	21	22
<u>Furniture and Office Equipment</u>	442	423	400	554	559	559	549	614	648
Furniture and Office Equipment	442	423	400	554	559	559	549	614	648
<u>Machinery and Equipment</u>	239	274	253	377	395	395	356	373	387
Machinery and Equipment	239	274	253	377	395	395	356	373	387
<u>Transport Assets</u>	468	48	224	345	345	345	225	249	273
Transport Assets	468	48	224	345	345	345	225	249	273
<u>Land</u>	-	-	-	-	-	-	-	-	-
Land									
<u>Zoo's, Marine and Non-biological Animals</u>	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals									
Total Repairs and Maintenance Expenditure	3 936	3 071	3 588	7 220	7 406	7 406	8 771	7 560	7 764
R&M as a % of PPE	8,0%	6,2%	6,5%	12,9%	13,3%	13,3%	16,2%	13,0%	14,4%
R&M as % Operating Expenditure	2,9%	2,6%	3,3%	4,8%	5,0%	5,0%	10,0%	5,1%	5,2%

DC9 Frances Baard - Supporting Table SA34d Depreciation by asset class

Description	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand									
<u>Depreciation by Asset Class/Sub-class</u>									
<u>Community Assets</u>	-	-	57	681	681	681	1 230	1 206	1 186
Community Facilities	-	-	57	681	681	681	1 230	1 206	1 186
Halls	-	-	57	681	681	681	1 230	1 206	1 186
<u>Other assets</u>	-	683	782	101	101	101	0	0	0
Operational Buildings	-	683	782	101	101	101	0	0	0
Municipal Offices	-	683	782	101	101	101	0	0	0
Pay/Enquiry Points									
Building Plan Offices	-	-	-	-	-	-	-	-	-
Workshops									
Yards									
Stores									
Laboratories									
Training Centres									
Manufacturing Plant									
Depots									
Capital Spares									
Housing	-	-	-	-	-	-	-	-	-
Staff Housing									
Social Housing									
Capital Spares									
<u>Biological or Cultivated Assets</u>	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets									
<u>Intangible Assets</u>	166	166	167	101	101	101	89	72	57
Servitudes	-	-	-	-	-	-	-	-	-
Licences and Rights	166	166	167	101	101	101	89	72	57
Water Rights									
Effluent Licenses									
Solid Waste Licenses									
Computer Software and Applications	166	166	167	101	101	101	89	72	57
Load Settlement Software Applications									
Unspecified	-	-	-	-	-	-	-	-	-
<u>Computer Equipment</u>	453	546	414	665	665	665	465	552	374
Computer Equipment	453	546	414	665	665	665	465	552	374
<u>Furniture and Office Equipment</u>	511	549	384	358	358	358	300	428	227
Furniture and Office Equipment	511	549	384	358	358	358	300	428	227
<u>Machinery and Equipment</u>	571	386	206	254	254	254	357	702	283
Machinery and Equipment	571	386	206	254	254	254	357	702	283
<u>Transport Assets</u>	1 463	1 547	1 095	1 469	1 469	1 469	1 265	1 605	1 211
Transport Assets	1 463	1 547	1 095	1 469	1 469	1 469	1 265	1 605	1 211
<u>Land</u>	763	-	-	-	-	-	-	-	-
Land	763	-	-	-	-	-	-	-	-
<u>Zoo's, Marine and Non-biological Animals</u>	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals									
Total Depreciation	3 927	3 877	3 105	3 629	3 629	3 629	3 706	4 566	3 339

DC9 Frances Baard - Supporting Table SA34e Capital expenditure on the upgrading of existing assets by asset class

Description	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand									
<u>Capital expenditure on upgrading of existing assets by Asset Class/Sub-class</u>									
<u>Other assets</u>	-	-	5 394	55	55	55	1 000	-	-
Operational Buildings	-	-	5 394	55	55	55	1 000	-	-
Municipal Offices	-	-	5 394	55	55	55	1 000	-	-
Pay/Enquiry Points									
Building Plan Offices									
Workshops									
Yards									
Stores									
Laboratories									
Training Centres									
Manufacturing Plant									
Depots									
Capital Spares									
Housing	-	-	-	-	-	-	-	-	-
Staff Housing									
Social Housing									
Capital Spares									
<u>Biological or Cultivated Assets</u>	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets									
<u>Intangible Assets</u>	-	-	-	-	-	-	-	-	-
Servitudes									
Licences and Rights	-	-	-	-	-	-	-	-	-
Water Rights									
Effluent Licenses									
Solid Waste Licenses									
Computer Software and Applications	-	-	-	-	-	-	-	-	-
Load Settlement Software Applications									
Unspecified									
<u>Computer Equipment</u>	-	-	636	680	695	695	30	-	-
Computer Equipment	-	-	636	680	695	695	30	-	-
<u>Furniture and Office Equipment</u>	-	-	801	323	321	321	49	-	-
Furniture and Office Equipment	-	-	801	323	321	321	49	-	-
<u>Machinery and Equipment</u>	-	-	129	77	96	96	493	-	-
Machinery and Equipment	-	-	129	77	96	96	493	-	-
<u>Transport Assets</u>	-	-	1 780	-	-	-	-	-	-
Transport Assets	-	-	1 780	-	-	-	-	-	-
<u>Land</u>	-	-	-	-	-	-	-	-	-
Land									
<u>Zoo's, Marine and Non-biological Animals</u>	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals									
Total Capital Expenditure on upgrading of existing assets	-	-	8 740	1 135	1 167	1 167	1 572	-	-
Upgrading of Existing Assets as % of total capex	0,0%	0,0%	95,1%	32,2%	54,1%	54,1%	18,0%	0,0%	0,0%
Upgrading of Existing Assets as % of deprecn"	0,0%	0,0%	281,5%	31,3%	32,1%	32,1%	42,4%	0,0%	0,0%

DC9 Frances Baard - Supporting Table SA35 Future financial implications of the capital budget

Vote Description R thousand	2020/21 Medium Term Revenue & Expenditure Framework			Forecasts			
	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Present value
<u>Capital expenditure</u>							
Vote 01 - Executive & Council	-	-	-	-	-	-	-
Vote 02 - Office Of The Municipal Manager	500	-	-	-	-	-	-
Vote 03 - Budget & Treasury Office	3 000	-	-	-	-	-	-
Vote 04 - Administration	5 230	200	-	-	-	-	-
Vote 05 - Planning & Development	-	-	-	-	-	-	-
Vote 06 - Infrastructure Services	11	-	-	-	-	-	-
Vote 07 -	-	-	-	-	-	-	-
Vote 08 -	-	-	-	-	-	-	-
Vote 09 -	-	-	-	-	-	-	-
Vote 10 -	-	-	-	-	-	-	-
Vote 11 -	-	-	-	-	-	-	-
Vote 12 -	-	-	-	-	-	-	-
Vote 13 -	-	-	-	-	-	-	-
Vote 14 -	-	-	-	-	-	-	-
Vote 15 - Other	-	-	-	-	-	-	-
<i>List entity summary if applicable</i>							
Total Capital Expenditure	8 740	200	-	-	-	-	-
<u>Future operational costs by vote</u>							
Vote 01 - Executive & Council							
Vote 02 - Office Of The Municipal Manager							
Vote 03 - Budget & Treasury Office							
Vote 04 - Administration							
Vote 05 - Planning & Development							
Vote 06 - Infrastructure Services							
Vote 07 -							
Vote 08 -							
Vote 09 -							
Vote 10 -							
Vote 11 -							
Vote 12 -							
Vote 13 -							
Vote 14 -							
Vote 15 - Other							
<i>List entity summary if applicable</i>							
Total future operational costs	-	-	-	-	-	-	-
<u>Future revenue by source</u>							
Property rates							
Service charges - electricity revenue							
Service charges - water revenue							
Service charges - sanitation revenue							
Service charges - refuse revenue							
Rental of facilities and equipment	1 000	1 012	1 046				
<i>List other revenues sources if applicable</i>	5 750	5 750	5 750				
<i>List entity summary if applicable</i>							
Total future revenue	6 750	6 762	6 796	-	-	-	-
Net Financial Implications	1 990	(6 562)	(6 796)	-	-	-	-

DC9 Frances Baard - Supporting Table SA36 Detailed capital budget

R thousand																															2020/21 Medium Term Revenue & Expenditure Framework			
Function	Project Description	Project Number	Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Latitude	Audited Outcome 2018/19	Current Year 2019/20 Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23																		
Parent municipality																																		
List all capital projects grouped by Function																																		
Executive And Council	Capital-Non-Infrastructure New Furniture And Office Equipment	-	NEW	Int effective and development oriented public	Growth	Furniture And Office Equipment	Furniture And Office Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	-	500	-	-																	
Executive And Council	Capital-Non-Infrastructure Existing Upgrade	-	UPGRADING	Int effective and development oriented public	Governance	Operational Buildings	Municipal Offices	R ADMIN OR HEAD OFFICE		0	0	-	-	-	-	-	-																	
Executive And Council	Capital-Non-Infrastructure Existing Upgrade	-	UPGRADING	Int effective and development oriented public	Governance	Computer Equipment	Computer Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	-	-	-	-																	
Executive And Council	Capital-Non-Infrastructure Existing Upgrade	-	UPGRADING	Int effective and development oriented public	Governance	Furniture And Office Equipment	Furniture And Office Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	-	-	-	-																	
Executive And Council	Capital-Non-Infrastructure Existing Upgrade	-	UPGRADING	Int effective and development oriented public	Governance	Furniture And Office Equipment	Furniture And Office Equipment	R ADMIN OR HEAD OFFICE		0	0	-	19	-	-	-	-																	
Executive And Council	Capital-Non-Infrastructure Existing Upgrade	-	UPGRADING	Int effective and development oriented public	Governance	Machinery And Equipment	Machinery And Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	-	-	-	-																	
Finance And Administration	Capital-Non-Infrastructure Existing Upgrade	-	RENEWAL	Int effective and development oriented public	Governance	Licences And Rights	Computer Software And Applications	R ADMIN OR HEAD OFFICE		0	0	-	-	-	3 000	-	-																	
Finance And Administration	Capital-Non-Infrastructure Existing Upgrade	-	RENEWAL	Int effective and development oriented public	Governance	Machinery And Equipment	Machinery And Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	-	60	-	-																	
Finance And Administration	Capital-Non-Infrastructure New Computer Equipment	-	NEW	Int effective and development oriented public	Growth	Computer Equipment	Computer Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	-	-	-	-																	
Finance And Administration	Capital-Non-Infrastructure New Computer Equipment	-	NEW	Int effective and development oriented public	Growth	Computer Equipment	Computer Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	200	1 110	200																		
Finance And Administration	Capital-Non-Infrastructure New Furniture And Office Equipment	-	NEW	Int effective and development oriented public	Growth	Furniture And Office Equipment	Furniture And Office Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	7	4	-																		
Finance And Administration	Capital-Non-Infrastructure New Intangible Assets	-	NEW	Int effective and development oriented public	Growth	Licences And Rights	Computer Software And Applications	R ADMIN OR HEAD OFFICE		0	0	-	-	-	-	-	-																	
Finance And Administration	Capital-Non-Infrastructure New Machinery And Equipment	-	NEW	Int effective and development oriented public	Growth	Machinery And Equipment	Machinery And Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	70	25	-																		
Finance And Administration	Capital-Non-Infrastructure New Transport Assets	-	NEW	Int effective and development oriented public	Growth	Transport Assets	Transport Assets	R ADMIN OR HEAD OFFICE		0	0	-	-	-	-	-	-																	
Finance And Administration	Capital-Non-Infrastructure Existing Upgrade	-	UPGRADING	Int effective and development oriented public	Governance	Operational Buildings	Municipal Offices	R ADMIN OR HEAD OFFICE		0	0	-	-	35	1 000	-	-																	
Finance And Administration	Capital-Non-Infrastructure Existing Upgrade	-	UPGRADING	Int effective and development oriented public	Governance	Computer Equipment	Computer Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	-	-	-	-																	
Finance And Administration	Capital-Non-Infrastructure Existing Upgrade	-	UPGRADING	Int effective and development oriented public	Governance	Computer Equipment	Computer Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	-	-	-	-																	
Finance And Administration	Capital-Non-Infrastructure Existing Upgrade	-	UPGRADING	Int effective and development oriented public	Governance	Furniture And Office Equipment	Furniture And Office Equipment	R ADMIN OR HEAD OFFICE		0	0	-	627	695	30	-	-																	
Finance And Administration	Capital-Non-Infrastructure Existing Upgrade	-	UPGRADING	Int effective and development oriented public	Governance	Furniture And Office Equipment	Furniture And Office Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	-	-	-	-																	
Finance And Administration	Capital-Non-Infrastructure Existing Upgrade	-	UPGRADING	Int effective and development oriented public	Governance	Furniture And Office Equipment	Furniture And Office Equipment	R ADMIN OR HEAD OFFICE		0	0	-	704	264	31	-	-																	
Finance And Administration	Capital-Non-Infrastructure Existing Upgrade	-	UPGRADING	Int effective and development oriented public	Governance	Licences And Rights	Computer Software And Applications	R ADMIN OR HEAD OFFICE		0	0	-	-	-	-	-	-																	
Finance And Administration	Capital-Non-Infrastructure Existing Upgrade	-	UPGRADING	Int effective and development oriented public	Governance	Machinery And Equipment	Machinery And Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	-	-	-	-																	
Finance And Administration	Capital-Non-Infrastructure Existing Upgrade	-	UPGRADING	Int effective and development oriented public	Governance	Machinery And Equipment	Machinery And Equipment	R ADMIN OR HEAD OFFICE		0	0	-	31	96	243	-	-																	
Finance And Administration	Capital-Non-Infrastructure Existing Upgrade	-	UPGRADING	Int effective and development oriented public	Governance	Computer Equipment	Computer Equipment	R ADMIN OR HEAD OFFICE		0	0	-	2	-	-	-	-																	
Internal Audit	Capital-Non-Infrastructure Existing Upgrade	-	UPGRADING	Int effective and development oriented public	Governance	Furniture And Office Equipment	Furniture And Office Equipment	R ADMIN OR HEAD OFFICE		0	0	-	2	-	-	-	-																	
Community And Social Services	Capital-Non-Infrastructure New Furniture And Office Equipment	-	NEW	Int effective and development oriented public	Growth	Furniture And Office Equipment	Furniture And Office Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	3	5	-	-																	
Community And Social Services	Capital-Non-Infrastructure New Machinery And Equipment	-	NEW	Int effective and development oriented public	Growth	Machinery And Equipment	Machinery And Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	12	100	-	-																	
Community And Social Services	Capital-Non-Infrastructure New Transport Assets	-	NEW	Int effective and development oriented public	Growth	Transport Assets	Transport Assets	R ADMIN OR HEAD OFFICE		0	0	-	-	-	-	-	-																	
Community And Social Services	Capital-Non-Infrastructure Existing Upgrade	-	UPGRADING	Int effective and development oriented public	Governance	Furniture And Office Equipment	Furniture And Office Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	-	-	-	-																	
Community And Social Services	Capital-Non-Infrastructure Existing Upgrade	-	UPGRADING	Int effective and development oriented public	Governance	Furniture And Office Equipment	Furniture And Office Equipment	R ADMIN OR HEAD OFFICE		0	0	-	37	2	8	-	-																	
Community And Social Services	Capital-Non-Infrastructure Existing Upgrade	-	UPGRADING	Int effective and development oriented public	Governance	Machinery And Equipment	Machinery And Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	-	-	-	-																	
Community And Social Services	Capital-Non-Infrastructure Existing Upgrade	-	UPGRADING	Int effective and development oriented public	Governance	Machinery And Equipment	Machinery And Equipment	R ADMIN OR HEAD OFFICE		0	0	-	80	-	-	-	-																	
Community And Social Services	Capital-Non-Infrastructure Existing Upgrade	-	UPGRADING	Int effective and development oriented public	Governance	Transport Assets	Transport Assets	R ADMIN OR HEAD OFFICE		0	0	-	-	1 780	-	-	-																	
Community And Social Services	Capital-Non-Infrastructure New Other Assets	-	NEW	Int effective and development oriented public	Growth	Operational Buildings	Municipal Offices	R ADMIN OR HEAD OFFICE		0	0	-	-	603	2 345	-	-																	
Planning And Development	Capital-Infrastructure Existing Renewal Water Supply Infrastructure	C123	RENEWAL	compulsive and responsive economic infrastru	Inclusion and Access	Water Supply Infrastructure	Water Treatment Works	R DKGATLONG		0	0	-	-	-	-	-	-																	
Planning And Development	Capital-Infrastructure Existing Renewal Water Supply Infrastructure	C123	RENEWAL	compulsive and responsive economic infrastru	Inclusion and Access	Water Supply Infrastructure	Water Treatment Works	R MACARENG		0	0	-	-	-	-	-	-																	
Planning And Development	Capital-Infrastructure Existing Upgrade Sanitation Infrastructure	-	UPGRADING	compulsive and responsive economic infrastru	Inclusion and Access	Sanitation Infrastructure	Sanitation Infrastructure	R PHOKWANE		0	0	-	-	-	-	-	-																	
Planning And Development	Capital-Infrastructure Existing Upgrade Sanitation Infrastructure	-	UPGRADING	compulsive and responsive economic infrastru	Inclusion and Access	Sanitation Infrastructure	Waste Water Treatment Works	R PHOKWANE		0	0	-	-	-	-	-	-																	
Planning And Development	Capital-Non-Infrastructure New Computer Equipment	-	NEW	Int effective and development oriented public	Growth	Computer Equipment	Computer Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	-	-	-	-																	
Planning And Development	Capital-Non-Infrastructure New Furniture And Office Equipment	-	NEW	Int effective and development oriented public	Growth	Furniture And Office Equipment	Furniture And Office Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	-	-	-	-																	
Planning And Development	Capital-Non-Infrastructure New Furniture And Office Equipment	-	NEW	Int effective and development oriented public	Growth	Furniture And Office Equipment	Furniture And Office Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	-	-	-	-																	
Planning And Development	Capital-Non-Infrastructure New Machinery And Equipment	-	NEW	Int effective and development oriented public	Growth	Machinery And Equipment	Machinery And Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	455	6	-	-																	
Planning And Development	Capital-Non-Infrastructure Existing Upgrade Operational Buildings	-	UPGRADING	Int effective and development oriented public	Governance	Operational Buildings	Municipal Offices	R ADMIN OR HEAD OFFICE		0	0	-	-	-	85	-	-																	
Planning And Development	Capital-Non-Infrastructure Existing Upgrade Operational Buildings	-	UPGRADING	Int effective and development oriented public	Governance	Operational Buildings	Municipal Offices	R ADMIN OR HEAD OFFICE		0	0	-	-	-	-	-	-																	
Planning And Development	Capital-Non-Infrastructure Existing Upgrade Computer Equipment	-	UPGRADING	Int effective and development oriented public	Governance	Computer Equipment	Computer Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	5 394	-	-	-																	
Planning And Development	Capital-Non-Infrastructure Existing Upgrade Furniture And Office Equipment	-	UPGRADING	Int effective and development oriented public	Governance	Furniture And Office Equipment	Furniture And Office Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	-	-	-	-																	
Planning And Development	Capital-Non-Infrastructure Existing Upgrade Furniture And Office Equipment	-	UPGRADING	Int effective and development oriented public	Governance	Furniture And Office Equipment	Furniture And Office Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	-	-	-	-																	
Planning And Development	Capital-Non-Infrastructure Existing Upgrade Machinery And Equipment	-	UPGRADING	Int effective and development oriented public	Governance	Machinery And Equipment	Machinery And Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	4	14	11	-																	
Environmental Protection	Capital-Non-Infrastructure New Machinery And Equipment	-	NEW	Int effective and development oriented public	Growth	Machinery And Equipment	Machinery And Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	-	8	-	-																	
Environmental Protection	Capital-Non-Infrastructure Existing Upgrade Furniture And Office Equipment	-	UPGRADING	Int effective and development oriented public	Governance	Furniture And Office Equipment	Furniture And Office Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	-	-	-	-																	
Environmental Protection	Capital-Non-Infrastructure Existing Upgrade Furniture And Office Equipment	-	UPGRADING	Int effective and development oriented public	Governance	Furniture And Office Equipment	Furniture And Office Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	27	41	-	-																	
Environmental Protection	Capital-Non-Infrastructure Existing Upgrade Machinery And Equipment	-	UPGRADING	Int effective and development oriented public	Governance	Machinery And Equipment	Machinery And Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	18	-	250	-																	
Environmental Protection	Capital-Non-Infrastructure Existing Upgrade Transport Assets	-	UPGRADING	Int effective and development oriented public	Governance	Transport Assets	Transport Assets	R ADMIN OR HEAD OFFICE		0	0	-	-	-	-	-	-																	
Other	Capital-Non-Infrastructure Existing Upgrade Computer Equipment	-	UPGRADING	Int effective and development oriented public	Governance	Computer Equipment	Computer Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	7	7	-	-																	
Other	Capital-Non-Infrastructure Existing Upgrade Furniture And Office Equipment	-	UPGRADING	Int effective and development oriented public	Governance	Furniture And Office Equipment	Furniture And Office Equipment	R ADMIN OR HEAD OFFICE		0	0	-	-	-	-	-	-																	
Parent Capital expenditure																	9 105	7 154	8 740	200														

DC9 Frances Baard - Supporting Table SA37 Projects delayed from previous financial year/s

R thousand													Previous target year to complete	Current Year 2019/20		2020/21 Medium Term Revenue & Expenditure Framework		
Function	Project name	Project number	Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Latitude			Original Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Parent municipality: List all capital projects grouped by Function																		
Finance And Administration	Capital-Non-Infrastructure-New:Transport A	-	NEW		Growth		Transport Assets	Transport Assets	R-ADMIN OR HEAD OFFICE	0	0	2016	-	-	-	-	-	-
Community And Social Services	Capital-Non-Infrastructure-New:Transport A	-	NEW		Growth		Transport Assets	Transport Assets	R-ADMIN OR HEAD OFFICE	0	0	2016	-	-	-	-	-	-
Planning And Development	Capital-Infrastructure-Existing:Renewal Wat	C123	RENEWAL	An efficient c	Inclusion and Access		Water Supply Infrastructure	Water Treatment Works	R-DIKGATLONG	0	0	2016	-	-	-	-	-	-
Planning And Development	Capital-Infrastructure-Existing:Renewal Wat	C123	RENEWAL	An efficient c	Inclusion and Access		Water Supply Infrastructure	Water Treatment Works	R-MAGARENG	0	0	2016	-	-	-	-	-	-
List all capital projects grouped by Entity																		
Entity Name																		
Project name																		

DC9 Frances Baard - Supporting Table SA38 Consolidated detailed operational projects

R thousand	Function	Project Description	Project Number	Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Latitude	Prior year outcomes		2020/21 Medium Term Revenue & Expenditure Framework		
													Audited Outcome 2018/19	Current Year 2019/20 Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Parent municipality: List all operational projects grouped by Function																	
Executive And Council	O_Municipal Running Cost	M123	Municipal Running Cost	an settlements and improved quality	Governance					R-ADMIN OR HEAD O	0	0	-	-	8	8	8
Executive And Council	O_Municipal Running Cost	M123	Municipal Running Cost	an settlements and improved quality	Governance	PAL STRATEGIC OBJECTIVE				R-ADMIN OR HEAD O	0	0	17 714	19 768	21 756	22 625	22 926
Executive And Council	O_Municipal Running Cost	M123	Municipal Running Cost	an settlements and improved quality	Governance					R-WHOLE OF THE DIS	0	0	-	-	-	-	-
Executive And Council	O_Municipal Running Cost	M123	Municipal Running Cost	an settlements and improved quality	Governance	PAL STRATEGIC OBJECTIVE				R-WHOLE OF THE DIS	0	0	-	1	-	-	-
Executive And Council	O_Tws_AH&C_Support And Distribution Programmes_Aids/Hiv	-	Work Streams	ing and healthy life for all South Africa	Inclusion and Access					R-ADMIN OR HEAD O	0	0	-	-	-	-	-
Executive And Council	O_Tws_Cd_Elderly	-	Work Streams	er responsive and sustainable social p	Inclusion and Access					R-WHOLE OF THE DIS	0	0	-	-	-	-	-
Executive And Council	O_Tws_Cd_Elderly	-	Work Streams	er responsive and sustainable social p	Inclusion and Access	PAL STRATEGIC OBJECTIVE				R-WHOLE OF THE DIS	0	0	32	35	25	25	25
Executive And Council	O_Tws_Cd_Gender Development	-	Work Streams	er responsive and sustainable social p	Inclusion and Access					R-WHOLE OF THE DIS	0	0	-	-	-	-	-
Executive And Council	O_Tws_Cd_Gender Development	-	Work Streams	er responsive and sustainable social p	Inclusion and Access	PAL STRATEGIC OBJECTIVE				R-WHOLE OF THE DIS	0	0	61	46	90	90	90
Executive And Council	O_Tws_Cd_Youth Projects_Youth Development	-	Work Streams	er responsive and sustainable social p	Inclusion and Access					R-WHOLE OF THE DIS	0	0	-	-	-	-	-
Executive And Council	O_Tws_Cd_Youth Projects_Youth Development	-	Work Streams	er responsive and sustainable social p	Inclusion and Access	PAL STRATEGIC OBJECTIVE				R-WHOLE OF THE DIS	0	0	359	341	101	67	69
Executive And Council	Operational:Typical Work Streams:Community Development:Child Programmes	-	Work Streams	er responsive and sustainable social p	Inclusion and Access					R-WHOLE OF THE DIS	0	0	-	-	-	-	-
Executive And Council	Operational:Typical Work Streams:Community Development:Child Programmes	-	Work Streams	er responsive and sustainable social p	Inclusion and Access	PAL STRATEGIC OBJECTIVE				R-WHOLE OF THE DIS	0	0	40	65	55	30	30
Executive And Council	Operational:Typical Work Streams:Community Development:Disability	Disab200	Work Streams	er responsive and sustainable social p	Inclusion and Access					R-WHOLE OF THE DIS	0	0	-	-	-	-	-
Executive And Council	Operational:Typical Work Streams:Community Development:Disability	Disab200	Work Streams	er responsive and sustainable social p	Inclusion and Access	PAL STRATEGIC OBJECTIVE				R-WHOLE OF THE DIS	0	0	25	60	-	-	-
Executive And Council	Operational:Typical Work Streams:Community Development:Food Security And Self	-	Work Streams	er responsive and sustainable social p	Inclusion and Access					R-WHOLE OF THE DIS	0	0	-	-	-	-	-
Executive And Council	Operational:Typical Work Streams:Community Development:Food Security And Self	-	Work Streams	er responsive and sustainable social p	Inclusion and Access	PAL STRATEGIC OBJECTIVE				R-WHOLE OF THE DIS	0	0	210	274	220	170	170
Executive And Council	Operational:Typical Work Streams:Community Development:Social Development Ph	-	Work Streams	er responsive and sustainable social p	Inclusion and Access					R-WHOLE OF THE DIS	0	0	-	-	-	-	-
Executive And Council	Operational:Typical Work Streams:Community Development:Social Development Ph	-	Work Streams	er responsive and sustainable social p	Inclusion and Access	PAL STRATEGIC OBJECTIVE				R-WHOLE OF THE DIS	0	0	-	5	5	5	5
Executive And Council	Operational:Typical Work Streams:Integrated Public Transport Network	-	Work Streams	effective and development-oriented p	Inclusion and Access	PAL STRATEGIC OBJECTIVE				R-WHOLE OF THE DIS	0	0	478	22	-	-	-
Executive And Council	Default Transactions	-	Default Transactions	accountable: effective and efficient loc	Governance			Financial Performance Indicators	Revenue Items	R-ADMIN OR HEAD O	0	0	-	-	-	-	-
Finance And Administration	O_Municipal Running Cost	M123	Municipal Running Cost	an settlements and improved quality	Governance					R-ADMIN OR HEAD O	0	0	48	-	40	256	470
Finance And Administration	O_Municipal Running Cost	M123	Municipal Running Cost	an settlements and improved quality	Governance	PAL STRATEGIC OBJECTIVE				R-ADMIN OR HEAD O	0	0	40 589	48 515	49 637	53 647	53 589
Finance And Administration	O_Municipal Running Cost	M123	Municipal Running Cost	an settlements and improved quality	Governance					R-WHOLE OF THE DIS	0	0	-	-	-	-	-
Finance And Administration	O_Municipal Running Cost	M123	Municipal Running Cost	an settlements and improved quality	Governance	PAL STRATEGIC OBJECTIVE				R-WHOLE OF THE DIS	0	0	-	172	150	-	-
Finance And Administration	O_Tws_Financial Mng Grant_Budget And Treasury Office	-	Work Streams	accountable: effective and efficient loc	Governance					R-WHOLE OF THE DIS	0	0	-	-	-	-	-
Finance And Administration	O_Tws_Financial Mng Grant_Financial Statements	-	Work Streams	accountable: effective and efficient loc	Governance					R-ADMIN OR HEAD O	0	0	-	-	-	-	-
Finance And Administration	O_Tws_Financial Mng Grant_Financial Statements	-	Work Streams	accountable: effective and efficient loc	Governance	PAL STRATEGIC OBJECTIVE				R-ADMIN OR HEAD O	0	0	73	412	199	222	222
Finance And Administration	Operational:Typical Work Streams:Financial Management Grant:Audit Outcomes	-	Work Streams	accountable: effective and efficient loc	Governance					R-WHOLE OF THE DIS	0	0	-	-	-	-	-
Finance And Administration	Operational:Typical Work Streams:Financial Management Grant:Audit Outcomes	-	Work Streams	accountable: effective and efficient loc	Governance	PAL STRATEGIC OBJECTIVE				R-WHOLE OF THE DIS	0	0	-	150	-	-	-
Finance And Administration	Operational:Typical Work Streams:Financial Management Grant:Training Minimum C	-	Work Streams	accountable: effective and efficient loc	Governance					R-WHOLE OF THE DIS	0	0	-	-	-	-	-
Finance And Administration	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Ba	-	Preventative Maintenance	effective and development-oriented p	Governance	PAL STRATEGIC OBJECTIVE		Computer Equipment	Computer Equipment	R-ADMIN OR HEAD O	0	0	6	20	20	21	22
Finance And Administration	Default Transactions	-	Default Transactions	accountable: effective and efficient loc	Governance			Financial Performance Indicators	Revenue Items	R-ADMIN OR HEAD O	0	0	(0)	-	-	-	-
Finance And Administration	Default Transactions	-	Default Transactions	accountable: effective and efficient loc	Governance	PAL STRATEGIC OBJECTIVE		Financial Performance Indicators	Revenue Items	R-ADMIN OR HEAD O	0	0	-	-	-	-	-
Finance And Administration	Default Transactions	-	Default Transactions	accountable: effective and efficient loc	Governance			Financial Performance Indicators	Revenue Items	R-ADMIN OR HEAD O	0	0	-	-	-	-	-
Finance And Administration	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Bas	-	Preventative Maintenance	effective and development-oriented p	Governance			Furniture And Office Equipment	Furniture And Office Equipment	R-ADMIN OR HEAD O	0	0	-	-	-	-	-
Finance And Administration	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Bas	-	Preventative Maintenance	effective and development-oriented p	Governance	PAL STRATEGIC OBJECTIVE		Furniture And Office Equipment	Furniture And Office Equipment	R-ADMIN OR HEAD O	0	0	400	529	549	584	618
Finance And Administration	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Bas	-	Preventative Maintenance	effective and development-oriented p	Governance			Licences And Rights	Unspecified	R-ADMIN OR HEAD O	0	0	-	-	-	-	-
Finance And Administration	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Bas	-	Preventative Maintenance	effective and development-oriented p	Governance	PAL STRATEGIC OBJECTIVE		Licences And Rights	Unspecified	R-ADMIN OR HEAD O	0	0	1 932	2 503	2 631	2 700	2 639
Finance And Administration	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Bas	-	Preventative Maintenance	effective and development-oriented p	Governance			Machinery And Equipment	Unspecified	R-ADMIN OR HEAD O	0	0	-	-	-	-	-
Finance And Administration	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Bas	-	Preventative Maintenance	effective and development-oriented p	Governance	PAL STRATEGIC OBJECTIVE		Machinery And Equipment	Unspecified	R-ADMIN OR HEAD O	0	0	62	80	85	90	94
Finance And Administration	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Bas	-	Preventative Maintenance	effective and development-oriented p	Governance	PAL STRATEGIC OBJECTIVE		Operational Buildings	Municipal Offices	R-ADMIN OR HEAD O	0	0	554	577	587	616	641
Finance And Administration	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Bas	-	Preventative Maintenance	effective and development-oriented p	Governance	PAL STRATEGIC OBJECTIVE		Transport Assets	Transport Assets	R-ADMIN OR HEAD O	0	0	4	48	38	43	47
Internal Audit	O_Municipal Running Cost	M123	Municipal Running Cost	an settlements and improved quality	Governance					R-ADMIN OR HEAD O	0	0	-	-	-	-	-
Internal Audit	O_Municipal Running Cost	M123	Municipal Running Cost	an settlements and improved quality	Governance	PAL STRATEGIC OBJECTIVE				R-ADMIN OR HEAD O	0	0	2 388	3 214	3 521	3 755	3 582
Internal Audit	O_Municipal Running Cost	M123	Municipal Running Cost	an settlements and improved quality	Governance					R-WHOLE OF THE DIS	0	0	-	-	-	-	-
Internal Audit	O_Municipal Running Cost	M123	Municipal Running Cost	an settlements and improved quality	Governance	PAL STRATEGIC OBJECTIVE				R-WHOLE OF THE DIS	0	0	-	-	-	-	-
Internal Audit	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based	-	Preventative Maintenance	effective and responsive economic infra	Governance	PAL STRATEGIC OBJECTIVE		Information And Communication Infrastr	Data Centres	R-ADMIN OR HEAD O	0	0	53	85	90	25	25
Community And Social Services	O_Municipal Running Cost	M123	Municipal Running Cost	an settlements and improved quality	Governance					R-ADMIN OR HEAD O	0	0	4	-	9	10	10
Community And Social Services	O_Municipal Running Cost	M123	Municipal Running Cost	an settlements and improved quality	Governance	PAL STRATEGIC OBJECTIVE				R-ADMIN OR HEAD O	0	0	5 252	6 167	8 367	9 525	8 781
Community And Social Services	O_Municipal Running Cost	M123	Municipal Running Cost	an settlements and improved quality	Governance					R-WHOLE OF THE DIS	0	0	-	-	-	-	-
Community And Social Services	O_Municipal Running Cost	M123	Municipal Running Cost	an settlements and improved quality	Governance	PAL STRATEGIC OBJECTIVE				R-WHOLE OF THE DIS	0	0	(0)	-	420	441	459
Community And Social Services	O_Tws_Emergency & Disaster Mng_Disaster Management	-	Work Streams	er responsive and sustainable social p	Governance					R-WHOLE OF THE DIS	0	0	-	-	-	-	-
Community And Social Services	O_Tws_Emergency & Disaster Mng_Disaster Management	-	Work Streams	er responsive and sustainable social p	Governance	PAL STRATEGIC OBJECTIVE				R-WHOLE OF THE DIS	0	0	41	120	110	115	120
Community And Social Services	Operational:Typical Work Streams:Emergency And Disaster Management:Annual R	-	Work Streams	er responsive and sustainable social p	Governance					R-WHOLE OF THE DIS	0	0	-	520	520	-	-
Community And Social Services	Operational:Typical Work Streams:Emergency And Disaster Management:Disaster F	-	Work Streams	er responsive and sustainable social p	Governance					R-WHOLE OF THE DIS	0	0	411	-	-	-	-
Community And Social Services	Operational:Typical Work Streams:Emergency And Disaster Management:Disaster F	-	Work Streams	er responsive and sustainable social p	Governance	PAL STRATEGIC OBJECTIVE				R-WHOLE OF THE DIS	0	0	-	520	520	520	520
Community And Social Services	Default Transactions	-	Default Transactions	accountable: effective and efficient loc	Governance			Financial Performance Indicators	Revenue Items	R-ADMIN OR HEAD O	0	0	-	-	-	-	-
Community And Social Services	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Bas	-	Preventative Maintenance	effective and development-oriented p	Governance	PAL STRATEGIC OBJECTIVE		Machinery And Equipment	Machinery And Equipment	R-ADMIN OR HEAD O	0	0	187	299	251	262	271
Community And Social Services	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Bas	-	Preventative Maintenance	effective and development-oriented p	Governance	PAL STRATEGIC OBJECTIVE		Machinery And Equipment	Machinery And Equipment	R-ADMIN OR HEAD O	0	0	5	17	21	22	22
Housing	O_Municipal Running Cost	M123	Municipal Running Cost	an settlements and improved quality	Governance					R-ADMIN OR HEAD O	0	0	-	-	5	6	6
Housing	O_Municipal Running Cost	M123	Municipal Running Cost	an settlements and improved quality	Governance	PAL STRATEGIC OBJECTIVE				R-ADMIN OR HEAD O	0	0	2 661	3 201	3 404	3 588	3 605
Housing	O_Municipal Running Cost	M123	Municipal Running Cost	an settlements and improved quality	Governance					R-WHOLE OF THE DIS	0	0	-	-	-	-	-
Housing	O_Municipal Running Cost	M123	Municipal Running Cost	an settlements and improved quality	Governance	PAL STRATEGIC OBJECTIVE				R-WHOLE OF THE DIS	0	0	-	860	860	900	966
Housing	Default Transactions	-	Default Transactions	accountable: effective and efficient loc	Governance			Financial Performance Indicators	Revenue Items	R-ADMIN OR HEAD O	0	0	-	-	-	-	-
Planning And Development	O_Municipal Running Cost	M123	Municipal Running Cost	an settlements and improved quality	Governance					R-ADMIN OR HEAD O	0	0	0	-	55	67	67

DC9 Frances Baard - Supporting Table SA38 Consolidated detailed operational projects

R thousand	Function	Project Description	Project Number	Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Latitude	Prior year outcomes		2020/21 Medium Term Revenue & Expenditure Framework		
													Audited Outcome 2018/19	Current Year 2019/20 Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Planning And Development	O_Municipal Running Cost	M123	Municipal Running Cost	ian settlements and improved quality	Governance	PAL STRATEGIC OBJECTIVE			R-ADMIN OR HEAD O	0	0	11 612	15 965	19 866	20 665	20 722	
Planning And Development	O_Municipal Running Cost	M123	Municipal Running Cost	ian settlements and improved quality	Governance				R-WHOLE OF THE DIS	0	0	2 172	-	-	-	-	
Planning And Development	O_Municipal Running Cost	M123	Municipal Running Cost	ian settlements and improved quality	Governance	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS	0	0	2 056	2 476	1 764	1 510	1 590	
Planning And Development	O_Tws_Sm&G_Idp Implementation And Monitoring	-	Work Streams	ccountable: effective and efficient loc	Spatial Integration				R-WHOLE OF THE DIS	0	0	-	-	-	-	-	
Planning And Development	O_Tws_Sm&G_Idp Implementation And Monitoring	-	Work Streams	ccountable: effective and efficient loc	Spatial Integration	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS	0	0	1	5	-	-	-	
Planning And Development	Operational:Typical Work Streams Capacity Building Training And Development:Cap	-	Work Streams	apable workforce to support an inclus	Governance	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS	0	0	3 930	-	-	-	-	
Planning And Development	Operational:Typical Work Streams District Initiatives And Assistance To Municipallit	-	Work Streams	apable workforce to support an inclus	Inclusion and Access	PAL STRATEGIC OBJECTIVE			R-DIKGATLONG	0	0	1 282	5 900	2 279	2 500	2 500	
Planning And Development	Operational:Typical Work Streams District Initiatives And Assistance To Municipallit	-	Work Streams	apable workforce to support an inclus	Inclusion and Access	PAL STRATEGIC OBJECTIVE			R-MAGARENG	0	0	1 750	5 500	2 721	2 500	2 500	
Planning And Development	Operational:Typical Work Streams District Initiatives And Assistance To Municipallit	-	Work Streams	apable workforce to support an inclus	Inclusion and Access	PAL STRATEGIC OBJECTIVE			R-PHOKWANE	0	0	1 747	4 500	2 500	2 500	2 500	
Planning And Development	Operational:Typical Work Streams District Initiatives And Assistance To Municipallit	-	Work Streams	apable workforce to support an inclus	Inclusion and Access	PAL STRATEGIC OBJECTIVE			R-SOL PLAATJE	0	0	1 750	7 500	2 500	2 500	2 500	
Planning And Development	Operational:Typical Work Streams Environmental Environmental Health	-	Work Streams	ance our environmental assets and n	Spatial Integration	PAL STRATEGIC OBJECTIVE			R-DIKGATLONG	0	0	-	-	-	-	-	
Planning And Development	Operational:Typical Work Streams Environmental Environmental Health	-	Work Streams	ance our environmental assets and n	Spatial Integration				R-SOL PLAATJE	0	0	-	-	-	-	-	
Planning And Development	Operational:Typical Work Streams Integrated Public Transport Network	-	Work Streams	effective and development-oriented p	Inclusion and Access	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS	0	0	-	-	-	-	-	
Planning And Development	Operational:Typical Work Streams Local Economic Development:Compilation Of Pla	-	Work Streams	effective and development-oriented p	Spatial Integration	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS	0	0	190	200	90	-	-	
Planning And Development	Operational:Typical Work Streams Local Economic Development:Project Implement	-	Work Streams	effective and development-oriented p	Spatial Integration				R-WHOLE OF THE DIS	0	0	-	-	-	-	-	
Planning And Development	Operational:Typical Work Streams Local Economic Development:Project Implement	-	Work Streams	effective and development-oriented p	Spatial Integration	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS	0	0	344	1 594	2 213	1 423	1 424	
Planning And Development	Operational:Typical Work Streams Spatial Planning	-	Work Streams	effective and development-oriented p	Spatial Integration	PAL STRATEGIC OBJECTIVE			R-DIKGATLONG	0	0	38	-	-	-	-	
Planning And Development	Operational:Typical Work Streams Spatial Planning	-	Work Streams	effective and development-oriented p	Spatial Integration	PAL STRATEGIC OBJECTIVE			R-MAGARENG	0	0	139	400	313	84	89	
Planning And Development	Operational:Typical Work Streams Spatial Planning	-	Work Streams	effective and development-oriented p	Spatial Integration	PAL STRATEGIC OBJECTIVE			R-PHOKWANE	0	0	145	75	170	179	170	
Planning And Development	Operational:Typical Work Streams Strategic Management And Governance:Governr	-	Work Streams	ccountable: effective and efficient loc	Spatial Integration	PAL STRATEGIC OBJECTIVE			R-MAGARENG	0	0	-	-	-	-	-	
Planning And Development	Operational:Typical Work Streams Strategic Management And Governance:Governr	-	Work Streams	ccountable: effective and efficient loc	Spatial Integration	PAL STRATEGIC OBJECTIVE			R-PHOKWANE	0	0	269	-	-	-	-	
Planning And Development	Operational:Typical Work Streams Strategic Management And Governance:Governr	-	Work Streams	ccountable: effective and efficient loc	Spatial Integration	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS	0	0	-	390	390	-	-	
Planning And Development	Operational:Typical Work Streams Strategic Management And Governance:Idp Plan	-	Work Streams	ccountable: effective and efficient loc	Spatial Integration	PAL STRATEGIC OBJECTIVE			R-WHOLE OF THE DIS	0	0	204	-	50	53	55	
Planning And Development	Operational:Maintenance:Infrastructure:Preventative Maintenance:Interval Based:El	-	Preventative Maintenance	ettive and responsive economic infra	Inclusion and Access		Electrical Infrastructure	Power Plants	R-DIKGATLONG	0	0	-	-	-	-	-	
Planning And Development	Operational:Maintenance:Infrastructure:Preventative Maintenance:Interval Based:El	-	Preventative Maintenance	ettive and responsive economic infra	Inclusion and Access		Electrical Infrastructure	Power Plants	R-MAGARENG	0	0	-	-	-	-	-	
Planning And Development	Operational:Maintenance:Infrastructure:Preventative Maintenance:Interval Based:El	-	Preventative Maintenance	ettive and responsive economic infra	Inclusion and Access	PAL STRATEGIC OBJECTIVE	Electrical Infrastructure	Power Plants	R-MAGARENG	0	0	-	-	-	-	-	
Planning And Development	Operational:Maintenance:Infrastructure:Preventative Maintenance:Interval Based:El	-	Preventative Maintenance	ettive and responsive economic infra	Inclusion and Access		Electrical Infrastructure	Power Plants	R-PHOKWANE	0	0	-	-	-	-	-	
Planning And Development	Operational:Infrastructure Projects Existing Renewal:Electrical Infrastructure:Power	-	RENEWAL	ettive and responsive economic infra	Inclusion and Access		Electrical Infrastructure	Power Plants	R-DIKGATLONG	0	0	-	-	-	-	-	
Planning And Development	Operational:Infrastructure Projects Existing Renewal:Electrical Infrastructure:Power	-	RENEWAL	ettive and responsive economic infra	Inclusion and Access		Electrical Infrastructure	Power Plants	R-MAGARENG	0	0	-	-	-	-	-	
Planning And Development	Operational:Infrastructure Projects Existing Renewal:Electrical Infrastructure:Power	-	RENEWAL	ettive and responsive economic infra	Inclusion and Access		Electrical Infrastructure	Power Plants	R-PHOKWANE	0	0	-	-	-	-	-	
Planning And Development	Default Transactions	-	Default Transactions	ccountable: effective and efficient loc	Governance		Financial Performance Indicators	Revenue Items	MIN OR HEAD O	0	0	-	-	-	-	-	
Planning And Development	Default Transactions	-	Default Transactions	ccountable: effective and efficient loc	Governance		Financial Performance Indicators	Revenue Items	R-DIKGATLONG	0	0	-	-	-	-	-	
Planning And Development	Default Transactions	-	Default Transactions	ccountable: effective and efficient loc	Governance		Financial Performance Indicators	Revenue Items	R-MAGARENG	0	0	-	-	-	-	-	
Planning And Development	Default Transactions	-	Default Transactions	ccountable: effective and efficient loc	Governance		Financial Performance Indicators	Revenue Items	R-PHOKWANE	0	0	-	-	-	-	-	
Planning And Development	Default Transactions	-	Default Transactions	ccountable: effective and efficient loc	Governance		Financial Performance Indicators	Revenue Items	R-SOL PLAATJE	0	0	-	-	-	-	-	
Planning And Development	Default Transactions	-	Default Transactions	ccountable: effective and efficient loc	Governance		Financial Performance Indicators	Revenue Items	DLE OF THE DIS	0	0	-	-	-	-	-	
Planning And Development	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Bas	-	Preventative Maintenance	effective and development-oriented p	Governance	PAL STRATEGIC OBJECTIVE	Furniture And Office Equipment	And Office Equip	MIN OR HEAD O	0	0	-	-	-	-	-	
Planning And Development	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Bas	-	Preventative Maintenance	effective and development-oriented p	Governance		Licences And Rights	Unspecified	MIN OR HEAD O	0	0	-	-	-	-	-	
Planning And Development	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Bas	-	Preventative Maintenance	effective and development-oriented p	Governance	PAL STRATEGIC OBJECTIVE	Licences And Rights	Unspecified	MIN OR HEAD O	0	0	40	129	1 575	79	84	
Planning And Development	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Bas	-	Preventative Maintenance	effective and development-oriented p	Governance		Licences And Rights	Unspecified	DLE OF THE DIS	0	0	-	-	-	-	-	
Planning And Development	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Bas	-	Preventative Maintenance	effective and development-oriented p	Governance	PAL STRATEGIC OBJECTIVE	Licences And Rights	Unspecified	DLE OF THE DIS	0	0	115	134	134	141	149	
Planning And Development	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Ba	-	Preventative Maintenance	effective and development-oriented p	Governance		Operational Buildings	Municipal Offices	R-DIKGATLONG	0	0	-	-	-	-	-	
Planning And Development	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Ba	-	Preventative Maintenance	effective and development-oriented p	Governance	PAL STRATEGIC OBJECTIVE	Operational Buildings	Municipal Offices	R-MAGARENG	0	0	-	-	-	-	-	
Planning And Development	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Ba	-	Preventative Maintenance	effective and development-oriented p	Governance		Operational Buildings	Municipal Offices	R-MAGARENG	0	0	-	-	-	-	-	
Planning And Development	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Ba	-	Preventative Maintenance	effective and development-oriented p	Governance		Operational Buildings	Municipal Offices	R-PHOKWANE	0	0	-	-	-	-	-	
Planning And Development	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Ba	-	Preventative Maintenance	effective and development-oriented p	Governance		Operational Buildings	Municipal Offices	R-SOL PLAATJE	0	0	-	-	-	-	-	
Planning And Development	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Ba	-	Preventative Maintenance	effective and development-oriented p	Governance	PAL STRATEGIC OBJECTIVE	Operational Buildings	Municipal Offices	R-SOL PLAATJE	0	0	-	-	-	-	-	
Planning And Development	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Ba	-	Preventative Maintenance	effective and development-oriented p	Governance		Operational Buildings	Municipal Offices	DLE OF THE DIS	0	0	11	-	-	-	-	
Planning And Development	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Condition Ba	-	Preventative Maintenance	effective and development-oriented p	Governance	PAL STRATEGIC OBJECTIVE	Operational Buildings	Municipal Offices	DLE OF THE DIS	0	0	-	2 600	2 543	2 682	2 837	
Planning And Development	Operational:Infrastructure Projects Existing Upgrading:Roads Infrastructure:Roads	-	UPGRADING	ettive and responsive economic infra	Inclusion and Access		Roads Infrastructure	Roads	R-DIKGATLONG	0	0	-	-	-	-	-	
Planning And Development	Operational:Infrastructure Projects Existing Upgrading:Roads Infrastructure:Roads	-	UPGRADING	ettive and responsive economic infra	Inclusion and Access		Roads Infrastructure	Roads	R-MAGARENG	0	0	-	-	-	-	-	
Planning And Development	Operational:Infrastructure Projects Existing Upgrading:Roads Infrastructure:Roads	-	UPGRADING	ettive and responsive economic infra	Inclusion and Access		Roads Infrastructure	Roads	R-PHOKWANE	0	0	-	-	-	-	-	
Planning And Development	Operational:Infrastructure Projects Existing Upgrading:Roads Infrastructure:Roads	-	UPGRADING	ettive and responsive economic infra	Inclusion and Access		Roads Infrastructure	Roads	R-SOL PLAATJE	0	0	-	-	-	-	-	
Planning And Development	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:	-	Preventative Maintenance	ettive and responsive economic infra	Inclusion and Access		Sanitation Infrastructure	Retiulation	R-PHOKWANE	0	0	-	-	-	-	-	
Planning And Development	Operational:Infrastructure Projects Existing Upgrading:Sanitation Infrastructure:Reli	-	UPGRADING	ettive and responsive economic infra	Inclusion and Access		Sanitation Infrastructure	Retiulation	R-PHOKWANE	0	0	-	-	-	-	-	
Planning And Development	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:	-	Preventative Maintenance	ettive and responsive economic infra	Inclusion and Access		Sanitation Infrastructure	Toilet Facilities	MIN OR HEAD O	0	0	-	-	-	-	-	
Planning And Development	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:	-	Preventative Maintenance	ettive and responsive economic infra	Inclusion and Access		Sanitation Infrastructure	Toilet Facilities	R-DIKGATLONG	0	0	-	-	-	-	-	
Planning And Development	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:	-	Preventative Maintenance	ettive and responsive economic infra	Inclusion and Access		Sanitation Infrastructure	Toilet Facilities	R-MAGARENG	0	0	-	-	-	-	-	
Planning And Development	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:	-	Preventative Maintenance	ettive and responsive economic infra	Inclusion and Access		Sanitation Infrastructure	Toilet Facilities	R-PHOKWANE	0	0	-	-	-	-	-	
Planning And Development	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:	-	Preventative Maintenance	ettive and responsive economic infra	Inclusion and Access		Sanitation Infrastructure	Toilet Facilities	R-SOL PLAATJE	0	0	-	-	-	-	-	
Planning And Development	Operational:Infrastructure Projects Existing Upgrading:Sanitation Infrastructure:Was	-	UPGRADING	ettive and responsive economic infra	Inclusion and Access		Sanitation Infrastructure	Water Treatment	MIN OR HEAD O	0	0	-	-	-	-	-	
Planning And Development	Operational:Infrastructure Projects Existing Upgrading:Sanitation Infrastructure:Was	-	UPGRADING	ettive and responsive economic infra	Inclusion and Access		Sanitation Infrastructure	Water Treatment	R-DIKGATLONG	0	0	-	-	-	-	-	
Planning And Development	Operational:Infrastructure Projects Existing Upgrading:Sanitation Infrastructure:Was	-	UPGRADING	ettive and responsive economic infra	Inclusion and Access		Sanitation Infrastructure	Water Treatment	R-MAGARENG	0	0	-	-	-	-	-	
Planning And Development	Operational:Infrastructure Projects Existing Upgrading:Sanitation Infrastructure:Was	-	UPGRADING	ettive and responsive economic infra	Inclusion and Access		Sanitation Infrastructure	Water Treatment	R-PHOKWANE	0	0	-	-	-	-	-	
Planning And Development	Operational:Infrastructure Projects Existing Upgrading:Sanitation Infrastructure:Was	-	UPGRADING	ettive and responsive economic infra	Inclusion and Access		Sanitation Infrastructure	Water Treatment	R-SOL PLAATJE	0	0	-	-	-	-	-	
Planning And Development	O_Mal_Ninf_Pm_Ib_Ttransport Assets	-	Preventative Maintenance	ettive and responsive economic infra	Governance		Transport Assets	Transport Assets	MIN OR HEAD O	0	0	-	-	-	-	-	
Planning And Development	O_Mal_Ninf_Pm_Ib_Ttransport Assets	-	Preventative Maintenance	ettive and responsive economic infra	Governance	PAL STRATEGIC OBJECTIVE	Transport Assets	Transport Assets	MIN OR HEAD O	0	0	219	297	187	206	226	
Planning And Development	Operational:Infrastructure Projects New Water Supply Infrastructure:Bulk Mains	-	NEW	ettive and responsive economic infra	Growth		Water Supply Infrastructure	Bulk Mains	R-DIKGATLONG	0	0	-	-	-	-	-	

DC9 Frances Baard - Supporting Table SA38 Consolidated detailed operational projects

R thousand													Prior year outcomes		2020/21 Medium Term Revenue & Expenditure Framework		
Function	Project Description	Project Number	Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Latitude		Audited Outcome 2018/19	Current Year 2019/20 Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Planning And Development	Operational:Infrastructure Projects:New:Water Supply Infrastructure:Bulk Mains	-	NEW	effective and responsive economic infrastructure	Growth	PAL STRATEGIC OBJECTIVE	Water Supply Infrastructure	Bulk Mains	R-MAGARENG	0	0	-	-	-	-	-	-
Planning And Development	Operational:Infrastructure Projects:New:Water Supply Infrastructure:Bulk Mains	-	NEW	effective and responsive economic infrastructure	Growth		Water Supply Infrastructure	Bulk Mains	R-PHOKWANE	0	0	-	-	-	-	-	-
Planning And Development	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:	-	Preventative Maintenance	effective and responsive economic infrastructure	Inclusion and Access		Water Supply Infrastructure	Capital Spares	R-DIKGATLONG	0	0	-	-	-	-	-	-
Planning And Development	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:	-	Preventative Maintenance	effective and responsive economic infrastructure	Inclusion and Access		Water Supply Infrastructure	Capital Spares	R-MAGARENG	0	0	-	-	-	-	-	-
Planning And Development	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:	-	Preventative Maintenance	effective and responsive economic infrastructure	Inclusion and Access		Water Supply Infrastructure	Capital Spares	R-MAGARENG	0	0	-	-	-	-	-	-
Planning And Development	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:	-	Preventative Maintenance	effective and responsive economic infrastructure	Inclusion and Access		Water Supply Infrastructure	Capital Spares	R-PHOKWANE	0	0	-	-	-	-	-	-
Planning And Development	Operational:Infrastructure Projects:New:Water Supply Infrastructure:Water Treatment	-	NEW	effective and responsive economic infrastructure	Growth		Water Supply Infrastructure	Water Treatment Works	R-DIKGATLONG	0	0	-	-	-	-	-	-
Planning And Development	Operational:Infrastructure Projects:New:Water Supply Infrastructure:Water Treatment	-	NEW	effective and responsive economic infrastructure	Growth		Water Supply Infrastructure	Water Treatment Works	R-MAGARENG	0	0	-	-	-	-	-	-
Planning And Development	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:	-	Preventative Maintenance	effective and responsive economic infrastructure	Inclusion and Access		Water Supply Infrastructure	Water Treatment Works	R-DIKGATLONG	0	0	-	-	-	-	-	-
Planning And Development	Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:	-	Preventative Maintenance	effective and responsive economic infrastructure	Inclusion and Access		Water Supply Infrastructure	Water Treatment Works	R-MAGARENG	0	0	-	-	-	-	-	-
Environmental Protection	O_Municipal Running Cost	M123	Municipal Running Cost	lean settlements and improved quality of life	Governance	PAL STRATEGIC OBJECTIVE		R-ADMIN OR HEAD OF		0	0	-	-	-	9	9	9
Environmental Protection	O_Municipal Running Cost	M123	Municipal Running Cost	lean settlements and improved quality of life	Governance			R-ADMIN OR HEAD OF		0	0	3 283	5 288	5 857	6 454	6 444	
Environmental Protection	O_Municipal Running Cost	M123	Municipal Running Cost	lean settlements and improved quality of life	Governance			R-WHOLE OF THE DISTRICT		0	0	-	-	-	-	-	-
Environmental Protection	O_Municipal Running Cost	M123	Municipal Running Cost	lean settlements and improved quality of life	Governance	PAL STRATEGIC OBJECTIVE		R-WHOLE OF THE DISTRICT		0	0	12	36	26	26	26	26
Environmental Protection	Operational:Typical Work Streams:District Initiatives And Assistance To Municipalities	-	Work Streams	able workforce to support an inclusive and healthy life for all South Africans	Inclusion and Access	PAL STRATEGIC OBJECTIVE		R-WHOLE OF THE DISTRICT		0	0	-	-	450	-	-	-
Environmental Protection	Operational:Typical Work Streams:Drinking Water Quality	-	Work Streams	able workforce to support an inclusive and healthy life for all South Africans	Inclusion and Access	PAL STRATEGIC OBJECTIVE		R-WHOLE OF THE DISTRICT		0	0	17	90	90	90	90	90
Environmental Protection	Operational:Typical Work Streams:Environmental Air Quality Management	-	Work Streams	ance our environmental assets and natural resources	Spatial Integration	PAL STRATEGIC OBJECTIVE		R-WHOLE OF THE DISTRICT		0	0	-	-	-	-	-	-
Environmental Protection	Operational:Typical Work Streams:Environmental Air Quality Management	-	Work Streams	ance our environmental assets and natural resources	Spatial Integration			R-WHOLE OF THE DISTRICT		0	0	3	14	5	5	5	5
Environmental Protection	Operational:Typical Work Streams:Environmental Environmental Health	-	Work Streams	ance our environmental assets and natural resources	Spatial Integration			R-SOL PLAATJE		0	0	-	-	-	-	-	-
Environmental Protection	Operational:Typical Work Streams:Environmental Environmental Health	-	Work Streams	ance our environmental assets and natural resources	Spatial Integration	PAL STRATEGIC OBJECTIVE		R-SOL PLAATJE		0	0	250	-	-	-	-	-
Environmental Protection	Operational:Typical Work Streams:Environmental Environmental Health	-	Work Streams	ance our environmental assets and natural resources	Spatial Integration	PAL STRATEGIC OBJECTIVE		R-WHOLE OF THE DISTRICT		0	0	9	-	-	-	-	-
Environmental Protection	Operational:Typical Work Streams:Environmental Environmental Health	-	Work Streams	ance our environmental assets and natural resources	Spatial Integration			R-WHOLE OF THE DISTRICT		0	0	20	1 342	2 121	2 222	2 307	
Environmental Protection	Operational:Typical Work Streams:Health And Welfare:Municipal Health Service	-	Work Streams	ing and healthy life for all South Africans	Inclusion and Access			R-ADMIN OR HEAD OF		0	0	-	-	1 000	-	-	-
Environmental Protection	Operational:Typical Work Streams:Spatial Planning	-	Work Streams	effective and development-oriented planning	Spatial Integration	PAL STRATEGIC OBJECTIVE		R-WHOLE OF THE DISTRICT		0	0	318	348	370	370	370	370
Environmental Protection	Operational:Typical Work Streams:Strategic Management And Governance:Strategic Management	-	Work Streams	accountable, effective and efficient local government	Spatial Integration	PAL STRATEGIC OBJECTIVE		R-WHOLE OF THE DISTRICT		0	0	-	200	-	-	-	-
Environmental Protection	Default Transactions	-	Default Transactions	accountable, effective and efficient local government	Governance	PAL STRATEGIC OBJECTIVE	Financial Performance Indicators	Revenue Items	R-WHOLE OF THE DISTRICT	0	0	-	-	-	-	-	-
Environmental Protection	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based	-	Preventative Maintenance	effective and development-oriented planning	Governance		Furniture And Office Equipment	Office Equipment	R-ADMIN OR HEAD OF	0	0	-	30	-	30	30	30
Other	O_Municipal Running Cost	M123	Municipal Running Cost	lean settlements and improved quality of life	Governance			R-ADMIN OR HEAD OF		0	0	1	-	3	3	3	3
Other	O_Municipal Running Cost	M123	Municipal Running Cost	lean settlements and improved quality of life	Governance	PAL STRATEGIC OBJECTIVE		R-ADMIN OR HEAD OF		0	0	1 959	1 419	1 802	1 964	1 961	
Other	O_Municipal Running Cost	M123	Municipal Running Cost	lean settlements and improved quality of life	Governance	PAL STRATEGIC OBJECTIVE		R-WHOLE OF THE DISTRICT		0	0	-	-	-	-	-	-
Other	O_Municipal Running Cost	M123	Municipal Running Cost	lean settlements and improved quality of life	Governance			R-WHOLE OF THE DISTRICT		0	0	299	866	750	530	533	
Other	Operational:Typical Work Streams:Tourism:Research On Tourism	-	Work Streams	effective and development-oriented planning	Growth			R-PHOKWANE		0	0	-	-	-	-	-	-
Other	Operational:Typical Work Streams:Tourism:Research On Tourism	-	Work Streams	effective and development-oriented planning	Growth	PAL STRATEGIC OBJECTIVE		R-PHOKWANE		0	0	51	60	-	-	-	-
Other	Operational:Typical Work Streams:Tourism:Tourism Development	-	Work Streams	effective and development-oriented planning	Growth	PAL STRATEGIC OBJECTIVE		R-WHOLE OF THE DISTRICT		0	0	-	-	-	-	-	-
Other	Operational:Typical Work Streams:Tourism:Tourism Development	-	Work Streams	effective and development-oriented planning	Growth			R-WHOLE OF THE DISTRICT		0	0	2	75	75	75	75	75
Other	Operational:Typical Work Streams:Tourism:Tourism Projects	-	Work Streams	effective and development-oriented planning	Growth			R-ADMIN OR HEAD OF		0	0	-	-	-	-	-	-
Other	Operational:Typical Work Streams:Tourism:Tourism Projects	-	Work Streams	effective and development-oriented planning	Growth	PAL STRATEGIC OBJECTIVE		R-SOL PLAATJE		0	0	-	300	300	300	300	300
Other	Operational:Typical Work Streams:Tourism:Tourism Projects	-	Work Streams	effective and development-oriented planning	Growth	PAL STRATEGIC OBJECTIVE		R-WHOLE OF THE DISTRICT		0	0	108	-	-	-	-	-
Other	Operational:Typical Work Streams:Tourism:Tourism Projects	-	Work Streams	effective and development-oriented planning	Growth			R-WHOLE OF THE DISTRICT		0	0	823	783	793	706	721	
Other	Operational:Typical Work Streams:Tourism:Tourism Projects	-	Work Streams	effective and development-oriented planning	Growth			R-WHOLE OF THE DISTRICT		0	0	-	60	60	60	60	60
Other	Operational:Maintenance:Non-Infrastructure:Preventative Maintenance:Interval Based	-	Preventative Maintenance	effective and development-oriented planning	Governance	PAL STRATEGIC OBJECTIVE	Licences And Rights	Unspecified	R-WHOLE OF THE DISTRICT	0	0	-	60	-	-	-	-
Parent Operational expenditure										0	0	108 757	147 200	147 354	150 299	150 377	

***SERVICE DELIVERY & BUDGET
IMPLEMENTATION PLAN***

FRANCES BAARD DISTRICT MUNICIPALITY



SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN 2020 / 2021

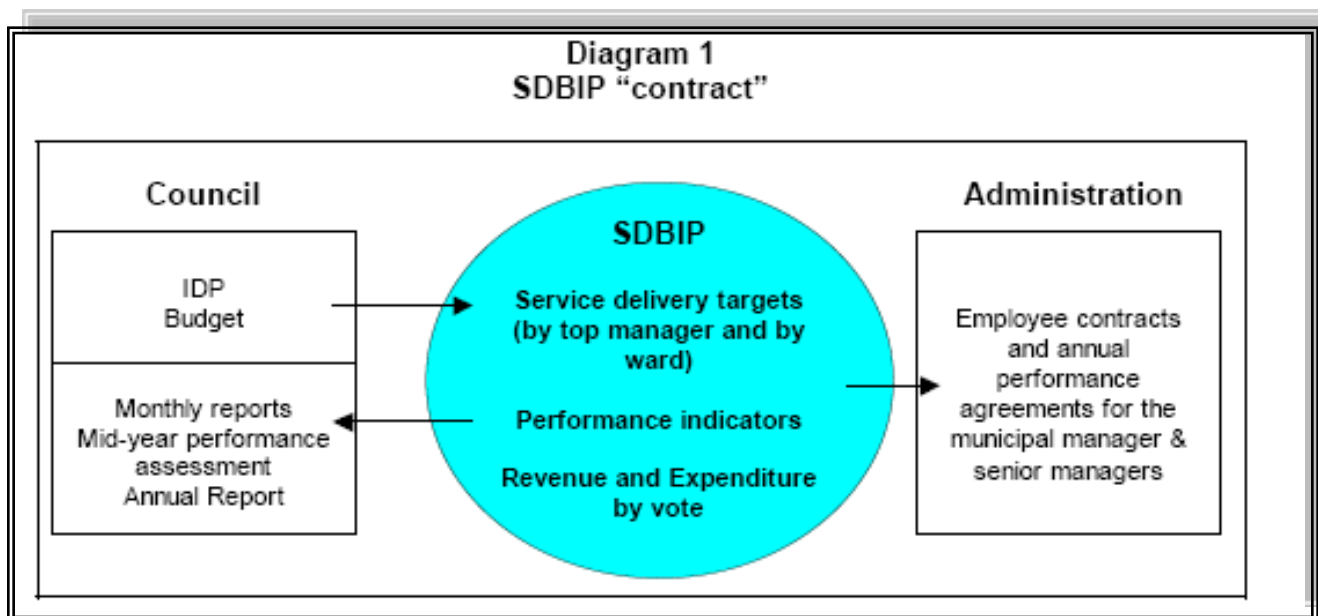
SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2020-2021

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1. INTRODUCTION

The Service Delivery and Budget Implementation Plan (SDBIP) seek to promote municipal accountability and transparency and is an important instrument for service delivery and budget monitoring and evaluation. The SDBIP is a partnership contract between the administration, council and community, which expresses the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve (12) months.



SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2020-2021

Chapter 1 of the Municipal Finance Management Act, (Act 56 of 2003) (MFMA) defines the SDBIP as a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality's delivery of services and the execution of its annual budget which must include (as part of the top-layer) the following:

(a) Projections for each month:

- Revenue to be collected, by source, and
- Operational and capital expenditure, by vote.

(b) Service delivery targets and performance indicators for each quarter.

In terms of National Treasury's Circular No.13 the SDBIP must provide a picture of service delivery areas, budget allocations and enable monitoring and evaluation. It specifically requires the SDBIP to include:

- Monthly projections of revenue to be collected for each source;
- Monthly projections of expenditure (operating and capital) and revenue for each vote;
- Quarterly projections of service delivery targets and performance indicators for each vote;
- Information for expenditure and delivery; and a
- Detailed capital works plan.

In terms of sections 69(3) (a) and (b) of the MFMA the accounting officer of a municipality must submit to the mayor within 14 days after the approval of an annual budget, a draft SDBIP for the budget year and drafts of the annual performance agreements as required in terms of section 57(1) (b) of the Municipal Systems Act (MSA) for the municipal manager and all senior managers. Furthermore, according to section 53(1) (c) (ii) and (iii) of the MFMA, the Executive Mayor is expected to approve the SDBIP within 28 days after the approval of the budget.

This coincides with the need to table at Council, drafts of the annual performance agreements for the municipal manager and all senior managers as required in terms of section 57(1) (b) of the MSA.

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2020-2021

The process leading to the draft Budget, IDP and business plans, which have an important bearing on the finalization of the SDBIP, includes the following elements:

- Departmental operational plans/departamental SDBIPs. These departmental SDBIPs provide the detailed plans and targets according to which the departments' performance will be monitored.
- The departmental SDBIP's/operational plans contain performance plans of line managers. The performance plans were formulated in terms of the IDP sector plans and the operational mandates relevant to each department. The performance plans form the basis for the signing of the annual performance agreements of the municipal manager and senior managers. The SDBIP represents the key performance targets as captured across core departments.

The structure of the FBDM's 2020/21 SDBIP in the table below considers the pertinent legal requirements:

SECTION	DESCRIPTION
Introduction	<ul style="list-style-type: none">• Legislative description of the SDBIP• Components of the SDBIP
Capital Works Plan	<ul style="list-style-type: none">• Three-year capital works plan• Spatial Development Framework• A list of key capital projects to be implemented in the budget year broken down according to municipalities
High level Service Delivery Breakdown	<ul style="list-style-type: none">• Municipal score card showing KPI's and targets
Budget Implementation Plan for 2020/21	<ul style="list-style-type: none">• Monthly projections of revenue to be collected by source• Monthly projections of expenditure of operating, and revenue for each vote• Monthly projection of capital by vote
Conclusion	<ul style="list-style-type: none">• SDBIP as significant monitoring tool

The budget implementation section of the SDBIP is categorised in terms of votes as prescribed by the MFMA. In the case of the FBDM, votes indicate a budget allocation for core administration.

- Executive and Council
- Budget and Treasury

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2020-2021

- Corporate Services
- Planning and Development
- Project Management and Advisory Services

2. CAPITAL WORKS PLAN

The capital budget of FBDM is focused on own capital expenditure needs such as computer equipment, upgrading of buildings, etc. and not so much on infrastructure services.

2.1 Three-Year Capital Projects

The table below outlines the medium-term capital budget of the FBDM.

Vote Description	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Vote 01 - Executive & Council	–	29	19	–	–	–	–	–	–	–
Vote 02 - Office Of The Municipal Manager	55	45	9	8	8	8	7	500	–	–
Vote 03 - Budget & Treasury Office	1,862	205	15	4	4	4	–	3,000	–	–
Vote 04 - Administration	2,356	346	3,283	3,408	2,040	2,040	359	4,645	200	–
Vote 05 - Planning & Development	56	3	17	14	14	14	–	–	–	–
Vote 06 - Infrastructure Services	2,995	3,238	5,852	91	91	91	18	11	–	–
Total Capital Expenditure - Vote	7,325	3,865	9,195	3,525	2,156	2,156	384	8,155	200	–

2.2 Spatial Development Framework

A summary of the Spatial Development Framework (SDF) has been provided herewith. It highlights background to the SDF, the main issues identified by the SDF and objectives, strategies and projects formulated to address these spatial challenges.

Municipalities are required by the provisions of Section 26(e) of the Municipal Systems Act 2000 to prepare and adopt a SDF for their municipal area as part of the Integrated Development Plan. The objectives of SDF are clearly articulated under Section 4 of the Local

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Government: Municipal Planning and Performance Management Regulations 2001 and Section 18 of the Spatial Planning and Land Reform Act 16 of 2013. The Spatial Planning and Land Reform Act 16 of 2013 is the legislation and government policy that give municipalities the responsibility of preparing and adopting Spatial Development Frameworks for municipalities.

The SDF for Frances Baard District Municipality was adopted by Council in 2014.

2.3 Spatial Planning Issues

One of the principal objectives of SDF is the promotion of sustainable human settlement development. However, there are a number of factors in the FBDM region that pose to undermine the sustainable development of the region, namely: -

- Population increase: All the municipalities in the district with the exception of Phokwane Local Municipality are experiencing an increase in population growth;
- The urban settlements in FBDM are inefficient and expensive to maintain and live in, because they are not compact and creating infrastructure maintenance burdens to municipalities;
- Poor local land management problems, caused by poor agricultural practices and mining;
- The Harts-, the Vaal- and Modder rivers are under endangered conditions;
- Dwindling flora and fauna as the Vaalbos National Park was de-proclaimed;
- Mines are poorly rehabilitated as evidenced by various open quarries and pits in the FBDM region;
- High concentration of crime in urban areas.

2.4 Capital Projects to category B municipalities for 2020/21

Circular 13 of the MFMA calls for the provision of detailed capital works plans to ensure sufficient detail to measure and monitor delivery of infrastructure projects. It has to be appreciated that the breakdown of the capital works plan, is helpful in terms of showing the spread of FBDM's intervention in its provision of services.

This section provides a breakdown of capital expenditure across the FBDM. The capital projects for 2020/21 are broken down according to category B municipalities in the District.

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Vote Description	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Operational - O & M									
Dikgatlong Municipality (NC092)	2,500	3,400	1,282	2,500	3,500	3,500	2,500	2,500	2,500
Magareng Municipality (NC093)	2,500	4,100	1,750	2,500	3,500	3,500	2,500	2,500	2,500
Phokwane Municipality (NC094)	2,545	2,278	1,747	2,500	2,500	2,500	2,500	2,500	2,500
Sol Plaatje Municipality (NC091)	2,500	2,500	1,750	2,500	5,500	5,500	2,500	2,500	2,500
Capital									
Dikgatlong Municipality (NC092)	2,500	3,400	–	2,400	2,400	2,400	–	–	–
Magareng Municipality (NC093)	2,500	4,100	–	2,000	2,000	2,000	–	–	–
Phokwane Municipality (NC094)	2,545	2,278	–	2,000	2,000	2,000	–	–	–
Sol Plaatje Municipality (NC091)	2,500	2,500	–	2,000	2,000	2,000	–	–	–
	20,090	24,555	6,529	18,400	23,400	23,400	10,000	10,000	10,000

3. HIGH-LEVEL SERVICE DELIVERY BREAKDOWN

The FBDM is required in terms of the SDBIP, to provide non-financial measurable performance objectives in the form of service delivery targets and other performance indicators. Service delivery targets relate to the level and standard of services being provided to the community. It also includes targets for the reductions in backlogs of basic services according to Circular 13 of the MFMA. The SDBIP provides high level but condensed public information on service delivery to all stakeholders within and outside the district.

The SDBIP is conceptualized as a layered plan dealing with consolidated service targets and in-year deadlines and linking such targets and deadlines to top management. The Municipal Score Card represents a consolidation of all the FBDM detailed service delivery targets and performance indicators as captured in the operational plans, the performance plans and score cards of the managers in the various departments of the municipality.

In terms of the objectives, strategies and projects as listed in the IDP and the budget, Frances Baard District Municipality commits itself as follows:

3.1 MUNICIPAL STRATEGIC OBJECTIVES:

1. To provide sustainable municipal services in the district;
2. To implement municipal institutional development and transformation in the district;
3. To promote local economic development in the district;
4. To promote municipal financial viability and management in the district; and
5. To promote and implement good democratic governance and public participation in the district.

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3.2 FBDM PERFORMANCE PLAN / OPERATIONAL PLAN / SCORE CARD - 2020/21 Financial Year:

	FBDM PERFORMANCE PLAN / SCORE-CARD - 2020/21										
	KEY PERFORMANCE AREA (KPA's)		KEY PERFORMANCE INDICATORS (KPI's)	Baseline	Annual Targets	Measure	Verification	Quarterly Projections			
	IDP OBJECTIVES			30/06/2020	2020/21	Unit	PoE	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.
	KPA 1: SUSTAINABLE MUNICIPAL INFRASTRUCTURE AND BASIC SERVICE DELIVERY.										
	Programme Management and Advisory Services										
1	To assist LM's with infrastructure upgrading, operations and maintenance.	1.1	Number of municipalities assisted with the finalisation of prioritised project lists to guide the upgrading, operations and maintenance of infrastructure.	Infrastructure needs list of LM's for 2020/21	Developed prioritised project list for the LM's for 2021/22	Number of municipalities assisted	Council Resolution	–	–	–	4
		1.2	Amount spent on support for operations and maintenance of infrastructure in the LM's		Total spending of annual allocated budget (R10 000 000)	Amount spent (R)	Quarterly Reports on spending	R 2,500,000.00	R 2,500,000.00	R 2,500,000.00	R 2,500,000.00
		1.3	Number of project monitoring reports developed to support infrastructure operations and maintenance in the LM's.	2019/20 monitoring reports	4 Monitoring reports	Number of monitoring reports	Quarterly monitoring reports	1	1	1	1
2	To create job opportunities for the unemployed through the promotion of EPWP principles.	2.1	Number of Full Time Equivalents (FTEs) created as per the DORA and EPWP incentive agreement	100 jobs created in 2019/20 fy	14 EPWP FTEs, as per the EPWP target	Number of FTEs created	Quarterly Reports	2	4	4	4
3	To support improved infrastructure planning in the district.	3.1	Percentage development of the electronic system to assist RRAMS function in the district	Established electronic system	100% Development as per the RRAMS annual plan	Percentage development	Quarterly reports	100%	100%	100%	100%
4	To support the provision of potable water, sanitation facilities, electricity and streets and storm water households in the district.	4.1	Number of municipalities assisted with the finalisation of prioritised project lists to guide the upgrading, operations and maintenance of infrastructure.	Infrastructure needs list of LM's for 2020/21	Developed prioritised project list for the LM's for 2021/22	Number of municipalities assisted	FBDM Council Resolution to secure funding	–	–	–	4
		4.2	Amount spent on support for operations and maintenance of infrastructure in the LM's		Total spending of annual allocated budget	Amount spent (R)	Quarterly Reports on spending	–	–	–	–
		4.3	Number of project monitoring reports developed to support infrastructure operations and maintenance in the LM's.	2019/20 monitoring reports	4 Monitoring reports	Number of monitoring reports	Quarterly monitoring reports	1	1	1	1
	Housing Unit										
5	To Facilitate the reduction of the housing backlog.	5.1	Number of human settlements sector plans reviewed.	Reviewed human settlements sector plans and chapters	4	Number of plans reviewed	Draft sector plans	-	-	8	-
		5.2	Number of progress reports submitted for the facilitation of the subsidy application process	12 reports submitted	12 reports submitted	Number of reports	Monthly reports	3	3	3	3
6	Monitoring of human settlements development in 3 LMs	6.1	Number of reports on the accreditation programme submitted to National Dept of Human Settlements	4 reports submitted	16 reports submitted	Number of reports submitted	Quarterly Reports	4	4	4	4

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	FBDM PERFORMANCE PLAN / SCORE-CARD - 2020/21										
	KEY PERFORMANCE AREA (KPA's)	KEY PERFORMANCE INDICATORS (KPI's)		Baseline	Annual Targets	Measure	Verification	Quarterly Projections			
	IDP OBJECTIVES			30/06/2020	2020/21	Unit	PoE	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.
	KPA 2: LOCAL ECONOMIC DEVELOPMENT (LED)										
	Local Economic Development Unit										
8	To support the development of a diverse economy	8.1	Percentage completion of programmes aimed at the diversification of the district economy	75% implemented 2019/20 planned programmes	4x programmes	% progress	Quarterly Reports	100%	100%	100%	100%
9	To support the development of a learning and skilful economies	9.1	Percentage completion of programmes aimed at developing learning and skilful economies	100% implemented 2019/20 planned programmes	3x programmes	% progress	Quarterly Reports	100%	100%	100%	100%
10	To facilitate the development of enterprises	10.1	Percentage completion of programmes aimed developing enterprises	100% implemented 2019/20 planned programmes	1x programme	% progress	Quarterly Reports	100%	100%	100%	100%
11	To facilitate the development of inclusive economies	11.1	Percentage completion of programmes aimed at the developing inclusive economies	100% implemented 2019/20 planned programmes	2X programmes	% progress	Quarterly Reports	100%	100%	100%	100%
	Tourism Unit										
12	To promote tourism in the Frances Baard District	12.1	Percentage completion of programmes aimed at upgrading, restoration and promotion of tourist attractions	70% implemented 2019/20 planned programmes	Implementation of 10x programmes	% progress	Quarterly Reports	100%	100%	100%	100%
		12.2	Percentage implementation of annual action plan to facilitate strategic partnerships and participation of role players	4 quarterly association engagements	Tourism association	% progress	Quarterly Reports	100%	100%	100%	100%

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	KEY PERFORMANCE AREA (KPA's)	KEY PERFORMANCE INDICATORS (KPI's)	Baseline	Annual Targets	Measure	Verification	Quarterly Projections				
	IDP OBJECTIVES		30/06/2020	2020/21	Unit	PoE	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
	KPA 3: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION.										
	Environmental Health Management										
13	To monitor and enforce national environmental health norms and standards in the Frances Baard district	13.1	Number of water samples collected analysed to monitor water quality	460 samples collected in 2019/20	480 samples collected	Number of samples collected and analysed	Quarterly reports	115	115	115	115
		13.2	Number of inspections at food premises to determine food safety	400 inspections conducted in 2019/20	620 inspections completed	Number of inspections conducted	Quarterly reports	115	115	110	110
		13.3	Number of surface swabs collected to analyse for diseases and other health risks	120 swabs collected in 2018/19	170 swabs collected	Number of surface swabs collected & analysed	Quarterly reports	37	37	38	38
		13.4	Number of food handlers trained on environmental health requirements	242 food handlers trained in 2019/20	360 food handlers trained	Number of food handlers trained	Quarterly reports	45	45	45	45
		13.5	Number of inspections at non-food premises	155 inspections conducted in 2019/20	300 inspections	Number of inspections conducted	Quarterly reports	45	45	45	45
14	To implement and monitor environmental planning and management in the Frances Baard district	14.1	Number of awareness campaigns implemented	60 awareness campaigns hosted in 2019/20	112 awareness campaigns implemented	Number of campaigns implemented	Quarterly reports	18	18	18	18
		14.2	Number of environmental calendar days celebrated	5 environmental calendar days celebrated	7 environmental calendar days celebrated	Number of days celebrated	Quarterly reports	1	-	2	2
		14.3	Number of atmospheric emissions inventory updates performed	100% updated atmospheric emissions inventory	4 updates performed	Number of updates performed	Quarterly reports	1	1	1	1
		14.4	Number of ambient air quality monitoring reports	4	4 monitoring reports	Number of reports	Quarterly reports	1	1	1	1

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	KEY PERFORMANCE AREA (KPA's)	KEY PERFORMANCE INDICATORS (KPI's)		Baseline	Annual Targets	Measure	Verification	Quarterly Projections			
	IDP OBJECTIVES			30/06/2020	2020/21	Unit	PoE	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.
	KPA 3: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION continue...										
	Disaster Management										
15	To support local municipalities with the implementation of Disaster Management Legislation	15.1	Number of volunteers trained on disaster risk management.	30 volunteers trained	20 volunteers trained	Number of volunteers trained	Quarterly reports	-	20	-	-
16	To assist local municipalities by implementing response and recovery mechanisms as per national disaster management framework	16.1	Percentage response to requests on disastrous incidents in the local municipalities.	100% response to all requests received	100% response to all requests received	% Assistance	Quarterly reports	100%	100%	100%	100%
17	To develop institutional capacity and acquire resources for fire fighting services for 3 LMs	17.1	Percentage maintenance of fire fighting equipment in the 3LMs	Maintained fire fighting equipment in 2018/19	100%	% Maintenance	Quarterly reports	100%	100%	100%	100%
		17.2	Percentage establishment of the fire fighting satellite station (phase 2)	Completion of phase 1	Completed phase 2	% Completion	Close-out report (phase 2)	–	100%	100%	100%
18	To ensure effective internal security measures	18.1	Percentage maintenance and securing of Council's security systems	100% maintenance in 2017/18	100% maintenance	% Maintenance	Quarterly reports	100%	100%	100%	100%
	Human Resource Management										
19	To comply with legislative requirements relating to human resource management and development	19.1	Percentage compliance with HRM &D reporting requirements	100% Achieved	100%	% Compliance	Quarterly reports	100%	100%	100%	100%
20	To provide support on HR management and development function to LMs	20.1	Number of reports on the support provided to LMs	3 Reports developed in 2019/20	4 Quarterly reports	Number of reports	Quarterly reports	1	1	1	1
	Records Management and Office support										
21	To comply with the provincial archives act at FBDM and support the LMs towards compliance by 2022	21.1	Percentage compliance with the provincial archives act in FBDM	100% Compliance	100%	% Compliance	Quarterly reports	100%	100%	100%	100%
		21.2	Number of reports on the support provided to LMs	100% Support	4 Quarterly reports	Number of reports	Quarterly reports	1	1	1	1
22	To provide effective and efficient office support functions	22.1	Number of progress reports on office support functions	100% Office support rendered for 2019/20	12 Reports	Number of reports	Monthly reports	3	3	3	3
23	To provide effective and cost efficient office support services	23.1	Percentage Maintenance of municipal buildings	2019/20 Maintenance projects complete	100% maintenance	% maintenance	Maintenance Reports	100%	100%	100%	100%

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	KEY PERFORMANCE AREA (KPA's)	KEY PERFORMANCE INDICATORS (KPI's)		Baseline	Annual Targets	Measure	Verification	Quarterly Projections			
	IDP OBJECTIVES			30/06/2020	2020/21	Unit	PoE	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.
KPA 3: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION continue..											
	Information Communication Technology (ICT)										
24	To implement and maintain a sharable ICT environment within the district	24.1	Percentage implementation of ICT systems within the district.	100%	100% implementation of ICT systems	% Implementation	Quarterly reports	100%	100%	100%	100%
25	To support the improvement of ICT in three LMs	25.1	Number of reports on support provided to LMs towards the establishment of ICT governance structure	Status report	4x reports	Number of reports	Quarterly reports	1	1	1	1
		25.2	Number of reports produced on the technical support provided to LMs	4 reports	4x reports	Number of reports	Quarterly reports	1	1	1	1
	Integrated Development Planning (IDP)										
26	To develop and review the district municipality's IDP in compliance with legislation	26.1	Percentage progress in the review of the district municipal IDP.	100% reviewed 2019/20 district IDP	100% reviewed 2020/21 district IDP	Adopted IDP	Quarterly reports	100%	100%	100%	100%
27	To support the local municipalities in the preparation and review of their IDPs	27.1	Percentage support to local municipalities in the review of their IDPs	100% implementation of the 2019/20 Process plan	100% implementation of the 2020/21 Process plan	Implemented process plan	Quarterly Reports/Process Plan	100%	100%	100%	100%
	Spatial Planning										
28	To facilitate the development of urban and rural areas in accordance with the relevant legislation	28.1	Percentage processing of land development applications received	100% processed applications received	100% processed applications received	% progress	Quarterly reports	100%	100%	100%	100%
		28.2	Percentage progress on the review of the SDF	2014/15 approved SDF	2x SDF reviewed	% progress	Quarterly reports	-	100%	100%	100%
29	To facilitate development of Brown and Green field development	29.2	Percentage progress on the completion of one infill development	0	100% completed infill development	% progress	Quarterly reports	100%	100%	100%	100%

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FBDM PERFORMANCE PLAN / SCORE-CARD - 2020/21											
	KEY PERFORMANCE AREA (KPA's)	KEY PERFORMANCE INDICATORS (KPI's)		Baseline	Annual Targets	Measure	Verification	Quarterly Projections			
	IDP OBJECTIVES			30/06/2020	2020/21	Unit	PoE	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.
	KPA 3: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION continue..										
	Geographic Information System										
30	To promote the use of GIS as a tool in the district	30.1	Percentage access and maintenance of GIS in the district.	100% completed GIS planned activities in 2019/20 FY	100% implementation of planned GIS activities and	% progress	Quarterly reports	100%	100%	100%	100%
		30.2	Number of local municipalities trained and informed on GIS	100% Workshops conducted in 2019/20 FY	4 workshops hosted	Number	Quarterly reports	-	2	-	2
	Performance Management Systems (PMS)										
31	To maintain a functional performance management system in FBDM	31.1	Percentage compliance with performance management system in FBDM.	100%	100% Support	% Compliance	Quarterly reports and appraisals	100%	100%	100%	100%
32	To support performance management in 3 LM's	32.1	Percentage support with performance management system to 3LMs	PMS analysis reports for the local municipalities	Quarterly assessments of PMS in the LMs	% Compliance	Quarterly reports	100%	100%	100%	100%
	KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION										
	Communication and Media										
33	To keep the public informed on government activities in the district.	33.1	Percentage implementation of the annual communication strategy action plan	96% Implementation of the action plan	100% implementation of the action plan	% Progress on implementation of action plan	Action plan activities implemented	100%	100%	100%	100%
		33.2	Percentage development of two local municipalities' communication strategies		100% development of two communication strategies	% Progress	Quarterly Reports				
34	To improve internal communication through the implementation of the internal communication strategy	34.1	Percentage implementation of the internal communication plan	100%	100% implementation	% Implementation	Internal communication action plan	100%	100%	100%	100%
	Risk Management										
35	To manage risk activities in the district.	35.1	Percentage implementation of risk management policies and strategies in FBDM to identify and mitigate risks.	2019/20 Risk Registers	100% implementation of approved annual risk implementation plan	% progress	Quarterly Reports	100%	100%	100%	100%
		35.2	Percentage implementation of risk management policies and strategies for 2LMs	0	100% implementation of approved annual risk implementation plan	% progress	Quarterly reports	100%	100%	100%	100%
36	To prevent and manage fraud and corruption in the district.	36.1	Percentage implementation of fraud prevention policies and strategies in FBDM.	Approved FBDM Fraud Prevention Strategy, Policy and Plan	100% implementation of fraud prevention programme	% progress	Quarterly reports	100%	100%	100%	100%
		36.2	Percentage implementation of fraud management plan for 2LMs	Approved FBDM Fraud Prevention Strategy, Policy and Plan	100% implementation of fraud management plan	% progress	Quarterly reports	-	100%	-	-

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FBDM PERFORMANCE PLAN / SCORE-CARD - 2020/21											
	KEY PERFORMANCE AREA (KPA's)	KEY PERFORMANCE INDICATORS (KPI's)		Baseline	Annual Targets	Measure	Verification	Quarterly Projections			
	IDP OBJECTIVES			30/06/2020	2020/21	Unit	PoE	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.
	KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION continue...										
	Internal Audit										
37	To evaluate the adequacy and effectiveness of control processes and assessment of compliance with legislation in FBDM and 2 LMs	37.1	Percentage implementation of the approved internal audit plans (fbdm and 2LMs)	92% completion of planned activities for 2019/20	100% Implementation of the audit plans	% Implementation	Quarterly I/A reports	100%	100%	100%	100%
	Legal and Compliance Services										
38	To provide legal services and compliance services in the district	38.1	Percentage provision of legal and compliance services in the district.	100% Compliance in 2019/20	100%	% Compliance	Litigation register	100%	100%	100%	100%
39	Provision of sound legal binding contracts in the district	39.1	Percentage provision of legal contract services	100% Compliance in 2019/20	100%	% Provision	Contract register	100%	100%	100%	100%
	Council and Committee Services										
40	To ensure an effective and efficient functioning of council and its committees	40.1	Percentage facilitation of council and committee meetings to ensure a fully functional council and its committee oversight and administrative systems	100% facilitation in 2019/20	100%	% Compliance	Signed agenda and minutes of Council and committee meetings	100%	100%	100%	100%
	Youth Services										
41	To facilitate and coordinate youth development in the district	41.1	Number of stakeholder engagement platforms facilitated	100%	4 Platforms	Number of platforms	Quarterly Reports	1	1	1	1
		41.2	Number of youth development programmes coordinated	100%	5 Youth development programmes	Number of platforms	Quarterly Reports	1	1	1	2
	Special Programmes										
42	To facilitate and coordinate special programmes in the district.	42.1	Percentage facilitation and coordination of special programmes in the district as per the annual action plan	100% Implemented 2019/20 programmes	100% Implementation of approved programmes	% progress	Quarterly Reports	100%	100%	100%	100%

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FBDM PERFORMANCE PLAN / SCORE-CARD - 2020/21											
	KEY PERFORMANCE AREA (KPA's)	KEY PERFORMANCE INDICATORS (KPI's)		Baseline	Annual Targets	Measure	Verification	Quarterly Projections			
	IDP OBJECTIVES			30/06/2020	2020/21	Unit	PoE	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.
	KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT.										
	Budget and Treasury										
43	To ensure compliance to all accounting and legislative reporting requirements.	43.1	Percentage compliance to budgeting and reporting requirements.	100%	100%	% Compliance	Monthly Quarterly reports	100%	100%	100%	100%
44	Ensure sound financial management practices accordingly to National Treasury guidelines	44.1	Percentage compliance to legislation	100%	100%	% Compliance	Monthly Quarterly reports	100%	100%	100%	100%
45	To provide financial management support to the local municipalities in the district.	45.1	Percentage implementation of a support programme to the local municipalities.	100% Implemented support programmes	Implementation of the support programme for 2 LMs	% Implementation	Monthly Quarterly reports	100%	100%	100%	100%
46	To ensure implementation of supply chain management policies and related prescripts.	46.1	Percentage compliance with National treasury supply chain management system.	100%	100%	% Compliance	Monthly Quarterly reports	100%	100%	100%	100%

4. BUDGET IMPLEMENTATION PLAN FOR 2020/21

In respect of the budget implementation component of the SDBIP, circular 13 requires a breakdown by monthly projections of revenue to be collected for each source and monthly projections of operational and capital expenditure and revenue for each vote.

4.1 Monthly projections of revenue and expenditure by vote

The anticipated revenue for the 2020/21 financial year amounts to R 137,85m and the expenditure amounts to R 143,58m. The table below provides a summary of the monthly projections for revenue and expenditure per vote.

4.2 Monthly projections: Capital expenditure by vote

The FBDM envisages a spending of R8, 155m on the capital budget for 2020/21 financial year. The capital budget will be funded from surplus cash. This is followed by monthly projections for the 2020/21 financial year for each vote.

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Description	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Vote 1 - Council & Executive	42	42	42	42	42	42	42	42	42	42	42	42	500	-	-
Vote 2 - Budget & Treasury	250	250	250	250	250	250	250	250	250	250	250	250	3,000	-	-
Vote 3 - Corporate Services	387	387	387	387	387	387	387	387	387	387	387	387	4,645	200	-
Vote 4 - Planning & Development	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 5 - Project Management & Advisory Services	1	1	1	1	1	1	1	1	1	1	1	1	11	-	-
Total Capital Expenditure	680	680	680	680	680	680	680	680	680	680	680	680	8,155	200	-

VOTE	July			August			September			October			November			December		
	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000
<u>Executive & Council</u>																		
Council	1,054	0	0	1,054	0	0	1,054	0	0	1,054	0	0	1,054	0	0	1,054	0	0
Municipal Manager	209	0	0	209	0	0	209	0	0	209	0	0	209	0	0	209	0	0
Committee Services & Administration	115	0	0	115	0	0	115	0	0	115	0	0	115	0	0	115	0	0
Internal Audit	301	0	0	301	0	0	301	0	0	301	0	0	301	0	0	301	0	0
Communications	207	0	0	207	0	0	207	0	0	207	0	0	207	0	0	207	0	0
Risk Unit	120	0	0	120	0	0	120	0	0	120	0	0	120	0	0	120	0	0
Political Office - Administration	317	42	0	317	42	0	317	42	0	317	42	0	317	42	0	317	42	0
Youth Unit	151	0	0	151	0	0	151	0	0	151	0	0	151	0	0	151	0	0
Legal & Compliance	90	0	0	90	0	0	90	0	0	90	0	0	90	0	0	90	0	0
<u>Budget & Treasury</u>																		
Directorate	562	0	83	562	0	83	562	0	83	562	0	83	562	0	83	562	0	83
Finance: Revenue & Expenditure	311	0	10,888	311	0	10,888	311	0	10,888	311	0	10,888	311	0	10,888	311	0	10,888
Finance: Budget Office	614	250	0	614	250	0	614	250	0	614	250	0	614	250	0	614	250	0
Finance: Supply Chain Management	320	0	0	320	0	0	320	0	0	320	0	0	320	0	0	320	0	0
Finance: Motor Vehicle Pool	147	0	0	147	0	0	147	0	0	147	0	0	147	0	0	147	0	0
<u>Corporate Services</u>																		
Director: Administration	169	0	0	169	0	0	169	0	0	169	0	0	169	0	0	169	0	0
Information Systems	391	95	0	391	95	0	391	95	0	391	95	0	391	95	0	391	95	0
Human Resource Management	454	1	0	454	1	0	454	1	0	454	1	0	454	1	0	454	1	0
Office support Services	1,098	103	0	1,098	103	0	1,098	103	0	1,098	103	0	1,098	103	0	1,098	103	0
Environmental Health	744	21	0	744	21	0	744	21	0	744	21	0	744	21	0	744	21	0
Firefighting & Disaster Management	808	168	22	808	168	22	808	168	22	808	168	22	808	168	22	808	168	22
<u>Planning & Development</u>																		
Directorate: Planning	295	0	125	295	0	125	295	0	125	295	0	125	295	0	125	295	0	125
Local Economic Development	534	0	0	534	0	0	534	0	0	534	0	0	534	0	0	534	0	0
GIS Management	169	0	0	169	0	0	169	0	0	169	0	0	169	0	0	169	0	0
Spacial Planning	254	0	0	254	0	0	254	0	0	254	0	0	254	0	0	254	0	0
Tourism	293	0	0	293	0	0	293	0	0	293	0	0	293	0	0	293	0	0
IDP Management	172	0	0	172	0	0	172	0	0	172	0	0	172	0	0	172	0	0
<u>Project Management & Advisory Services</u>																		
Directorate: Infrastructure Development	188	1	0	188	1	0	188	1	0	188	1	0	188	1	0	188	1	0
Project Management Services	1,450	0	295	1,450	0	295	1,450	0	295	1,450	0	295	1,450	0	295	1,450	0	295
Maintenance of Roads	75	0	75	75	0	75	75	0	75	75	0	75	75	0	75	75	0	75
Housing	356	0	0	356	0	0	356	0	0	356	0	0	356	0	0	356	0	0
Total by Vote	11,965	680	11,488	11,965	680	11,488	11,965	680	11,488	11,965	680	11,488	11,965	680	11,488	11,965	680	11,965

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2020-2021

VOTE	January			February			March			April			May			June			Total		
	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000	Opex R000	Capex R000	Rev R000
<u>Vote1: Executive & Council</u>																					
Council	1,054	0	0	1,054	0	0	1,054	0	0	1,054	0	0	1,054	0	0	1,054	0	0	12,646	0	0
Municipal Manager	209	0	0	209	0	0	209	0	0	209	0	0	209	0	0	209	0	0	2,505	0	0
Committee Services & Administration	115	0	0	115	0	0	115	0	0	115	0	0	115	0	0	115	0	0	1,381	0	0
Internal Audit	301	0	0	301	0	0	301	0	0	301	0	0	301	0	0	301	0	0	3,611	0	0
Communications	207	0	0	207	0	0	207	0	0	207	0	0	207	0	0	207	0	0	2,483	0	0
Risk Unit	120	0	0	120	0	0	120	0	0	120	0	0	120	0	0	120	0	0	1,445	0	0
Political Office - Administration	317	42	0	317	42	0	317	42	0	317	42	0	317	42	0	317	42	0	3,807	500	0
Youth Unit	151	0	0	151	0	0	151	0	0	151	0	0	151	0	0	151	0	0	1,810	0	0
Legal & Compliance	90	0	0	90	0	0	90	0	0	90	0	0	90	0	0	90	0	0	1,085	0	0
<u>Vote2 - Budget & Treasury</u>																					
Directorate	562	0	83	562	0	83	562	0	83	562	0	83	562	0	83	562	0	83	6,743	0	1,000
Finance: Revenue & Expenditure	311	0	10,888	311	0	10,888	311	0	10,888	311	0	10,888	311	0	10,888	311	0	10,888	3,730	0	130,652
Finance: Budget Office	614	250	0	614	250	0	614	250	0	614	250	0	614	250	0	614	250	0	7,365	3,000	0
Finance: Supply Chain Management	320	0	0	320	0	0	320	0	0	320	0	0	320	0	0	320	0	0	3,836	0	0
Finance: Motor Vehicle Pool	147	0	0	147	0	0	147	0	0	147	0	0	147	0	0	147	0	0	1,761	0	0
<u>Vote3: Corporate Services</u>																					
Director: Administration	169	0	0	169	0	0	169	0	0	169	0	0	169	0	0	169	0	0	2,027	0	0
Information Systems	391	95	0	391	95	0	391	95	0	391	95	0	391	95	0	391	95	0	4,690	1,140	0
Human Resource Management	454	1	0	454	1	0	454	1	0	454	1	0	454	1	0	454	1	0	5,450	12	0
Office support Services	1,098	103	0	1,098	103	0	1,098	103	0	1,098	103	0	1,098	103	0	1,098	103	0	13,174	1,230	0
Environmental Health	744	21	0	744	21	0	744	21	0	744	21	0	744	21	0	744	21	0	8,927	250	0
Vote: Firefighting & Disaster Management	808	168	22	808	168	22	808	168	22	808	168	22	808	168	22	808	168	22	9,697	2,013	259
<u>Vote4: Planning & Development</u>																					
Directorate: Planning	295	0	125	295	0	125	295	0	125	295	0	125	295	0	125	295	0	125	3,540	0	1,500
Local Economic Development	534	0	0	534	0	0	534	0	0	534	0	0	534	0	0	534	0	0	6,403	0	0
GIS Management	169	0	0	169	0	0	169	0	0	169	0	0	169	0	0	169	0	0	2,771	0	0
Spacial Planning	254	0	0	254	0	0	254	0	0	254	0	0	254	0	0	254	0	0	2,556	0	0
Tourism	293	0	0	293	0	0	293	0	0	293	0	0	293	0	0	293	0	0	2,771	0	0
IDP Management	172	0	0	172	0	0	172	0	0	172	0	0	172	0	0	172	0	0	2,556	0	0
<u>Vote5: Project Management & Advisory Services</u>																					
Directorate: Infrastructure Development	188	1	0	188	1	0	188	1	0	188	1	0	188	1	0	188	1	0	2,251	11	0
Project Management Services	1,450	0	295	1,450	0	295	1,450	0	295	1,450	0	295	1,450	0	295	1,450	0	295	17,394	0	3,544
Maintenance of Roads	75	0	75	75	0	75	75	0	75	75	0	75	75	0	75	75	0	75	897	0	897
Housing	356	0	0	356	0	0	356	0	0	356	0	0	356	0	0	356	0	0	4,269	0	0
Total by Vote	11,965	680	11,488	11,965	680	11,488	11,965	680	11,488	11,965	680	11,488	11,965	680	11,488	11,965	680	11,488	143,580	8,155	137,852

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2020-2021

4.3 Monthly projections: Revenue by source

	July R 000	August R 000	September R 000	October R 000	November R 000	December R 000	January R 000	February R 000	March R 000	April R 000	May R 000	June R 000	Total R 000
Grants	10,892	10,892	10,892	10,892	10,892	10,892	10,892	10,892	10,892	10,892	10,892	10,892	130,702
Interest earned - external investments	479	479	479	479	479	479	479	479	479	479	479	479	5,750
Other	33	33	33	33	33	33	33	33	33	33	33	33	400
Rental of facilities and equipment	83	83	83	83	83	83	83	83	83	83	83	83	1,000
Total Revenue by Source	11,488	11,488	11,488	11,488	11,488	11,488	11,488	11,488	11,488	11,488	11,488	11,488	137,852

5. CONCLUSION

The SDBIP is a significant intervention tool in the strengthening of democratic governance in the local sphere of government. The SDBIP prescribes that the FBDM's annual targets be provided in order to assist with implementation and monitoring. Regular reviews would compare targets with actual outcomes and revise future targets as necessary.

The SDBIP monitoring of actual revenue targets and spending against the budget will be reported monthly in terms of section 71 of the MFMA. In terms of section 71 of the MFMA, the accounting officer must not later than ten days after the last working day of each month, submit to the Executive Mayor and the relevant provincial treasury a statement on the state of the municipalities' budget, reflecting the following:

- Actual revenue, per revenue source;
- Actual borrowings;
- Actual expenditure, per vote;
- Actual capital expenditure, per vote;
- The amount of any allocations received;

And explanation of:

- Any material variances from what the municipality have projected on revenue by source, and from the municipality's expenditure projections per vote;
- Any material variances from the service delivery and budget implementation plan and;
- Any remedial or corrective steps taken or to be taken to ensure that projected revenue and expenditure remain within the municipality's approved budget.

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2020-2021

The SDBIP therefore provides an excellent basis for the councilors of the FBDM to monitor the implementation of service delivery programmes and initiatives across the district. The score card in the SDBIP presents a clear mandate to councilors in terms of playing their oversight function. Regular reports are presented to the section 79 committees in terms of the commitments made in the departmental/unit operational plans.

Administratively, the SDBIP facilitates proper monitoring of performance by senior management and the municipal manager against set targets. The municipal manager's commitments as indicated in the score card will enable the Executive Mayor and the Mayoral Committee to monitor the progress of FBDM in terms of implementing programmes and initiatives in the district. Similarly, the municipal manager is being provided with a tool to ensure accountability for all the key performance indicators in the score card of the municipality.

SUBMITTED BY:

DATE: _____

Municipal Manager

APPROVED BY:

DATE: _____

Executive Mayor